

# **The State of Missouri's Workforce Integrated Plan for Program Years 2012–2016 (July 1, 2012–June 30, 2017)**







NOV 15 2012

The Honorable Jeremiah W. (Jay) Nixon  
Governor of Missouri  
State Capitol Building  
Room 216  
P.O. Box 720  
Jefferson City, Missouri 65102

Dear Governor Nixon:

This letter provides approval of Missouri's State Integrated Workforce Plan for Title I of the Workforce Investment Act (WIA), the Wagner-Peyser Act (W-P), including the W-P Agricultural Outreach Plan, and plans for coordination with Trade Adjustment Assistance (TAA). The Employment and Training Administration (ETA) received the State Plan on August 15, 2012. This letter also responds to Missouri's WIA waiver request.

Training and Employment Guidance Letter (TEGL) No. 21-11, issued on March 27, 2012, and TEGL No. 21-11, Change 1 issued on August 8, 2012 provide guidance for states to submit their State Workforce Plans and waivers for Program Year (PY) 2012 and beyond. We appreciate the State's responsiveness to this guidance.

#### Plan Review and Approval

ETA has reviewed the Missouri State Integrated Workforce Plan in accordance with Title I of WIA, the Wagner-Peyser Act, the Trade Act (as amended), the corresponding regulations, the State Integrated Workforce Plan Requirements for Workforce Investment Act Title I/Wagner-Peyser Act and Department of Labor Workforce Programs (<http://www.doleta.gov/usworkforce/wia-planning/docs/integrated-planning-guidance.pdf>), TEGL No. 21-11, and TEGL No. 21-11, Change 1. Pursuant to 20 CFR 661.230(e), this letter constitutes a written determination under WIA Section 112 (29 USC 2822) that ETA is approving the WIA Title I, W-P and TAA portions of Missouri's State Plan for the period July 1, 2012 through June 30, 2017, PY 2012-PY 2016. The annual W-P Agricultural Outreach Plan is approved for the period July 1, 2012 through June 30, 2013.

The State is eligible to receive WIA formula allotments for Adult, Dislocated Worker, and Youth programs, and W-P program allotments, effective July 1, 2012 through June 30, 2017.



## Performance Levels

Each year, the Regional Administrator negotiates the Program Year's WIA and W-P performance goals with each state. Missouri's goals have been negotiated and the Regional Administrator's letter dated October 19, 2012 advised the State of the PY 2012 WIA and W-P final performance goals. This letter also indicated that Missouri's final performance goals for PY 2012 will be incorporated into the Regional and National Office copies of the State Integrated Workforce Plan. Please include these final PY 2012 goals in the State's official copy of the State Plan. For your convenience, your final negotiated performance goals are enclosed with this letter.

## Waiver

As part of Missouri's State Integrated Workforce Plan, the State submitted a request for a waiver of statutory and regulatory requirements under WIA (copy enclosed). The State's request for a waiver is written in the format identified in WIA Section 189(i)(4)(B) and 20 CFR 661.420(c). The disposition of the State's waiver request is outlined below. This action is taken under the Secretary's authority at WIA Section 189(i) to waive certain requirements of WIA Title I, Subtitles B and E, and Sections 8-10 of the Wagner-Peyser Act.

### Waiver to permit the State to replace the performance measures at WIA Section 136(b) with the common measures.

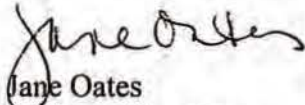
The State is requesting a waiver that allows the State to replace the 17 performance measures under WIA Section 136(b) with the common measures. The State is granted this waiver through June 30, 2017.

This waiver permits the State to negotiate and report WIA outcomes against the common performance measures only, rather than the performance measures described at WIA Section 136(b). The State will no longer negotiate and report to ETA on the following WIA measures: WIA adult and dislocated worker credential rates; participant and employer customer satisfaction; older youth measures; and younger youth measures. The State will use the three adult common performance measures to negotiate goals and report outcomes for the WIA Adult and WIA Dislocated Worker programs. The State will use the three youth common performance measures to negotiate goals and report outcomes for the WIA Youth program. Workforce Investment Act Standardized Record Data system (WIASRD) item 619, Type of Recognized Credential, should be completed for each individual as appropriate, regardless of this waiver to report on common performance measure outcomes only.

The approved waiver is incorporated by reference into the State's WIA Grant Agreement, as provided for under paragraph 3 of the executed Agreement, and is incorporated into the State Integrated Workforce Plan. A copy of this letter should be filed with the State's WIA Grant Agreement and with the approved State Plan. In addition, as described in TEGL No. 29-11, the State should address the impact this waiver has had on the State's performance in the WIA annual performance report, due on October 1 of each year.

We look forward to working together as you implement your State Integrated Workforce Plan for PY 2012 and beyond. We encourage your efforts in exploring the adoption of the American Job Center brand and are available to provide technical assistance. If you have any questions related to the issues discussed above, please contact Lori Crockett Harris, the Federal Project Officer for Missouri, at (312) 596-5496 or at [Harris.Lori@dol.gov](mailto:Harris.Lori@dol.gov).

Sincerely,



Jane Oates  
Assistant Secretary

Enclosures

cc: Byron Zuidema, Regional Administrator, ETA Chicago Regional Office  
Lori Crockett Harris, Federal Project Officer for Missouri

# **Workforce Investment Act and Wagner-Peyser Act Performance Levels for PY 2012**

## **Missouri**

### **Workforce Investment Act Performance Levels**

<u>Adult Measures</u>	<u>PY 2012</u>
Adult Entered Employment Rate	65.0
Adult Employment Retention Rate	85.0
Adult Six-months Average Earnings	\$11,750
<u>Dislocated Worker Measures</u>	<u>PY 2012</u>
Dislocated Worker Entered Employment Rate	70.0
Dislocated Worker Employment Retention Rate	90.0
Dislocated Worker Six-months Average Earnings	\$14,000
<u>Youth Measures</u>	<u>PY 2012</u>
Youth Placement in Employment or Education	68.0
Youth Attainment of Degree or Certificate	63.0
Youth Literacy and Numeracy Gains	50.0

### **Wagner-Peyser Act Performance Levels**

<u>Measures</u>	<u>PY 2012</u>
Entered Employment Rate	67.0
Employment Retention Rate	81.0
Six-months Average Earnings	\$12,000



Jeremiah W. (Jay) Nixon  
Governor

Division of Workforce Development



Chris Pieper  
Acting Director  
Julie Gibson  
Director

August 15, 2012

Heather Fleck  
Federal Coordinator  
Division of WIA Adult Services and Workforce System  
Employment and Training Administration  
U.S. Department of Labor  
200 Constitution Ave., NW, Room S-4209  
Washington, D.C. 20210

Dear Ms. Fleck:

I am pleased to submit the *State of Missouri's Workforce Integrated Plan for Program Years 2012 through 2016* for your review and approval.

This plan was developed using the state planning guidance provided by the U.S. Department of Labor's Employment and Training Administration Training and Employment Guidance Letter (TEGL) No. 21-11. The state is submitting this plan under Option 1 – Integrated Workforce Plan, which addresses those programs funded under Title I of the Workforce Investment Act and the Wagner-Peyser Act, including the Agricultural Outreach Plan.

Included in the plan is a new waiver request to allow the state to continue to use the common measures for WIA performance reporting. The state's Program Year 2012 proposed levels of performance for the WIA and Wagner-Peyser Act programs are also being submitted with the plan.

The 30-day public comment period for the plan ended August 14<sup>th</sup> and the comments received are being forwarded with the plan.

Should you have questions or comments on this plan, please feel free to contact me at (573) 751-3349, as I serve as the Governor's WIA Title I Signatory Official.

Sincerely,

A handwritten signature in dark ink, appearing to read "Julie Gibson".

Julie Gibson  
Director

Attachments

## **STATE OF MISSOURI REQUEST FOR COMMON MEASURES WAIVER**

The Division of Workforce Development (DWD), as the State of Missouri's administrator for the Workforce Investment Act (WIA), is requesting to continue to replace the required 17 (15 core and two customer satisfaction) performance measures with the common measures addressed in TEGL 28-04. For Program Year 2012, the State of Missouri would be operating under 12 measures: Adult Entered Employment; Adult Retention; Adult Average Earnings; Dislocated Worker Entered Employment; Dislocated Worker Retention; Dislocated worker Average Earnings; Youth Placement in Employment or Education; Youth Attainment of a Degree or Certificate; Youth Literacy and Numeracy Gains; and the three Wagner-Peyser measures. The State of Missouri has been granted this waiver since Program Year 2007.

This waiver will allow Missouri to continue aligning with the common measures developed by the United States Department of Labor's Employment and Training Administration (DOLETA). Through this waiver, the state can continue to mitigate the potential confusion of the reporting system by discontinuing the use of the 17 measures and reducing them to the six common performance criteria called for under Adult and Youth common measures.

Missouri's Next Generation Career Center initiative, which was implemented in July 2010, promotes the integration of the various workforce programs available. Utilizing these common measures assists in providing more integrated services to customers because they are often dually-enrolled in multiple programs, such as Adult and Dislocated Worker programs. By refocusing the local regions' performance assessment from individual program performance measures to universal outcome measures, service integration is enhanced.

These common measures are also easier to manage and more clearly understood by local Workforce Investment Boards (WIBs), businesses, and workforce investment system partners.

This waiver request adheres to the format provided in WIA ss189(i)(4)(B) and WIA Regulations 20 CFR 661.420(c).

### **1. Statutory or Regulatory Requirement to be Waived**

Missouri is seeking a waiver of certain provisions of the requirements of the Workforce Investment Act of 1998, Sections 136(b)(2) and (c)(1) of the Act, as well as accompanying regulations at 20 CFR 666.100(a) and 666.300(a), which specify certain required state and local performance measures for WIA Title 1B programs.

The State of Missouri requests a waiver of the 17 indicators of performance for employment and training activities authorized under sections 129 and 134 of the WIA; the four Labor Exchange Performance Measures authorized under the Wagner-Peyser Act; the three Veterans Performance Measures authorized under Title 38 United States Code as amended by the Jobs for Veterans Act of 2002; and the three Trade Act performance measures.



This waiver request will enable Missouri's workforce development system to continue fully implementing the six (three adult including dislocated workers and Wagner-Peyser) and three youth new common measures being finalized by the DOLETA and five other agencies. The State of Missouri wants to continue implementing these common measures for Program Year 2012 (July 1, 2012 through June 30, 2013).

## **2. State or Local Statutory or Regulatory Barriers**

There are no known state or local statutory or regulatory barriers to implementing this waiver. Upon notification on the approval of this waiver, DWD will incorporate it into policy and distribute the new policy to the local regions. Nothing in this waiver is intended to prevent the state or any local WIB from implementing additional measures to assess performance.

## **3. Goals and Expected Programmatic Outcomes of this Waiver**

The goal of this waiver request is to improve case management integration through the use of common measures that captures the effectiveness of the system across all partners. This waiver minimizes program silos, and decreases frustration over conflicting and confusing data collection requirements between partners.

This waiver would have the following goals and programmatic outcomes:

- Integrate the DWD programs and enhance productivity;
- Provide a simplified and streamlined performance measurement;
- Integrate staff in the One-Stop on the development, training, and implementation of an easy-to-use integrated management information system; and
- Improve One-Stop case tracking integration through the use of common measures which capture the effectiveness of the system across all partners.

## **4. Individuals Impacted by this Waiver**

Granting this waiver would be in alignment with Missouri's strategic goal of streamlining the performance accountability system for increased focus on the system's performance.

## **5. Processes Used to:**

### **Monitor the Progress in Implementing the Waiver**

DWD is the entity responsible for the programs affected by this waiver, and if this waiver is granted, DWD will assume the lead role in monitoring the implementation of the waiver. Missouri is fully operational for the continued implementation of common measures data collection and reporting for Program Year 2012. Training has and will continue to be provided to DWD staff and partner staff so both are prepared for the use of these common measures. DWD will monitor the progress of this waiver by reporting the impact on the number of individuals served and the performance results achieved using common measures.



#### Provide Notice to any LWIB Affected by the Waiver

Prior to the State Board's approval of this waiver request, DWD notified all local regions of its intent during a regularly scheduled meeting of local WIB directors in June 2012 and opportunity for comment was provided at this time. After the State Board approved the waiver as part of the new State Plan for PY 2012 – 2016 at their meeting in July 2012, an email notification was given to all local WIBs giving them 30 days to comment officially on this waiver request.

#### Provide any LWIB Affected by the Waiver an Opportunity to Comment on the Request

As this waiver request is incorporated into the new State Plan, a 30-day comment period from the date of written notification was given to allow local WIBs and their partner staff an opportunity to provide comments on this waiver request, as well as the rest of the State Plan. No comments were received regarding this waiver request.

#### Ensure Meaningful Public Comment on the Waiver Request

A 30-day comment period from the date of publication was given to allow the public to comment on this waiver request, as well as the overall State Plan.

*U.S. Department of Labor*



**Employment and Training Administration  
REGION V**

John C. Kluczynski Building  
230 South Dearborn Street, 6<sup>th</sup> Floor  
Chicago, IL 60604-1505

<http://www.doleta.gov/regions/reg05>

October 19, 2012

Julie Gibson, Director  
Missouri Division of Workforce Development  
421 East Dunklin Street  
P.O. Box 1087  
Jefferson City, MO 65102-1087

Dear Ms. Gibson:

This letter is to acknowledge receipt of your letter dated October 5, 2012. In that letter, you included the recently negotiated Program Year 2012 (PY 2012) Workforce Investment Act and Wagner-Peyser Act performance goals.

I confirm the negotiated goals submitted in your letter are the final performance goals for PY 2012, and ETA will incorporate these performance levels into the National and Regional Office copies of the Integrated Workforce Plan that is currently under review.

Also note that once the Integrated Workforce Plan is approved by ETA, the approved plan with the final performance goals should be posted on the State's website.

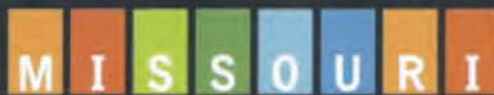
We look forward to continuing to work with you and your staff as Missouri implements its Integrated Workforce Plan. If you have questions, please contact me or Lori Crockett Harris, the Missouri Federal Project Officer, at 312-596-5496.

Sincerely,

Byron Zuidema  
Regional Administrator



Jeremiah W. (Jay) Nixon  
Governor



Department of Economic Development

Chris Pieper  
Acting Director  
Julie Gibson  
Director

Division of Workforce Development

October 5, 2012

Byron Zuidema, Regional Administrator  
U.S. Department of Labor  
Employment and Training Administration  
John C. Kluczynski Building  
230 South Dearborn Street, 6<sup>th</sup> Floor  
Chicago, Illinois 60604-1505

Dear Mr. Zuidema:

This letter is to confirm the performance goals we agreed to with the completion of the performance negotiation conference call held on October 2, 2012 for the Program Year 2012.

We confirm for you the following rates of achievement for the required goals:

Entered Employment	Planned Goals
Wagner Peyser	67%
WIA Adult	65%
WIA Dislocated Worker	70%
Youth Placement	68%
Employment Retention	
Wagner-Peyser	81%
WIA Adult	85%
WIA Dislocated Worker	90%
Youth Attainment of Degree or Certificate	63%
Average Earnings	
Wagner-Peyser	\$12,000
WIA Adult	\$11,750
WIA Dislocated Worker	\$14,000
Youth Literacy and Numeracy Gain	50%

I want to thank you for our negotiation discussion. I and my staff look forward to the challenges of monitoring our success against these goals frequently and engaging in discussions with you for any future adjustments, if that is determined necessary.

Sincerely,

A handwritten signature in blue ink, appearing to read "Julie Gibson", is written over a light blue horizontal line.

Julie Gibson  
Director

JG/CF/MO

c: Lori Harris  
Adele Gagliardi  
Roger Baugher  
Clinton Flowers

421 E. Dunklin Street • P.O. Box 1087 • Jefferson City, MO 65102-1087  
(573) 751-3999 • Fax (573) 751-8162

[jobs.mo.gov](http://jobs.mo.gov)

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**State of Missouri  
Workforce Integrated Plan  
Program Years 2012 -2016**

**Section I: State Workforce Strategic Plan**

**A. Governor's Vision**

**1. Organization**

*This portion of the State Operational Plan must describe the governor's strategic vision for the state's economy and overarching goals for the state's workforce system. This vision should provide the strategic direction for the state workforce system and guide investments in workforce preparation, skill development, education and training, and major initiatives supporting the governor's vision. The plan also must specifically address the governor's vision for aligning efforts among workforce development partners to achieve accessible, seamless, integrated, and comprehensive service, and how programs and activities described in the plan will support the state's economic development needs and the employment and training needs of all working-age youth and adults in the state. The plan must include a description of the methods used for joint planning, and coordination of the programs and activities included in the plan.*

In May 2010, Governor Jay Nixon launched the Strategic Initiative for Economic Growth (SIEG) to identify a clear path for growth in the Missouri economy. The multi-month SIEG engaged more than 600 representatives from business, labor, higher education, and economic development across the state to chart a path for transforming the Missouri economy into a long-term, sustainable, 21st-century growth economy. Coordinated by the Missouri Department of Economic Development (DED), the final SIEG plan identified a vision for transforming Missouri's economy within five years. It includes data-driven strategic and tactical plans required to accomplish the vision and targets high-growth industries that will drive economic growth in the state. It also identifies other economic factors that support long-term economic growth, including innovation, workforce, access to capital, quality of life, tax structure, and incentives.

SIEG identified seven target clusters that represent Missouri's strongest possibilities for job creation and economic growth: Advanced Manufacturing, Energy Solutions; Biosciences; Health Sciences and Services; Information Technology; Financial and Professional Services; and Transportation and Logistics. SIEG outlines eight economic-growth strategies with tactics that will lead to growth and expansion in each of these target clusters.

To achieve the state's workforce strategies, DED created a SIEG "Workforce Implementation Team" to develop detailed action steps. The Workforce Implementation Team met for the first time in November 2011, meets quarterly and is assisted by the Division of Workforce Development (DWD) staff. The Workforce Implementation Team consists of 20 members from private sector business, education and workforce-development organizations. Representatives from the Missouri Department of Elementary and Secondary Education (DESE) and Missouri Department of Higher Education (MDHE) also participate in the workgroups.

The Workforce Implementation Team meets quarterly to implement the following tactics:

- **Tactic 1.1:** Develop a tuition forgiveness program for qualifying Missouri high school graduates to attend Missouri colleges and universities.
- **Tactic 1.2:** Develop a statewide assessment to measure and certify core competency skills of Missouri's graduating high school seniors. Assessment would be informed by college- and career- readiness criteria.
- **Tactic 1.3:** Partner with the state's colleges and universities to ensure students remain in Missouri after graduation.
- **Tactic 1.4:** Develop optimized and coordinated cluster-based career-training pipelines, protocols and assessments.
- **Tactic 1.5:** Provide a streamlined workforce training incentive for expansion and relocation prospects coordinated through Missouri's community college network.

Aligning the employment and training needs of Missouri's workforce in accordance with these sectors is accomplished through the combined, coordinated efforts of Missouri workforce system leadership entities: The 36-member Missouri Workforce Investment Board (MoWIB) sets workforce policy for Missouri's local workforce areas and strengthens ties among state workforce, education and economic-development agencies. With a majority representation of high-level leaders from the state's most progressive and successful companies, MoWIB advises Missouri's workforce partners in implementing innovative strategies to ensure a prepared workforce for the new economy and sets workforce policy for Missouri's local workforce areas. The Board also engages the Directors and Commissioners of six state agencies to meet the objective of strengthening Missouri's workforce system.

As a division of DED and designated State Workforce Agency (SWA), DWD strives to enhance Missouri's economy by helping job seekers find gainful employment with family sustaining wages and providing businesses with a skilled, trained workforce to compete successfully in the global economy. Through the network of Missouri Career Centers and the advanced web portal *jobs.mo.gov*, DWD collaborates with partner organizations to offer a robust menu of vital services to Missouri's job seekers and businesses, including access to skill-building training, national certification and career connections for job seekers, targeted programs for veterans, youth and the unemployed, and cost-saving human resources assistance and financial incentives for businesses.

The Governor's vision for maximizing and leveraging workforce investment funding from a broad array of resources includes the effective execution of collaboration within and among the various workforce/education system entities. A primary function is establishing training and skill improvement from a perspective of pre-kindergarten through post-secondary (grade 20) levels. Missouri has a significant program development effort in building a "linked" Statewide Longitudinal Data System (SLDS) that will develop policy direction and workforce participation in a pre-kindergarten through grade 20 (P-20) system among DWD, DESE, MDHE, and the Missouri Department of Social Services (DSS). Maximization of resources occurs on a sector basis, as well.

Missouri was awarded a Missouri Healthcare Workforce Innovation Networks (MoHealthWINs) grant funded by the U.S. Department of Labor Employment and Training Administration (DOLETA). At the request of Governor Nixon, MoHealthWINs will work to



connect Missouri job seekers to good jobs in the state's growing and critical healthcare industry. Using a consortium model that includes the DWD and local Workforce Investment Boards (WIBs), the project takes a collective, comprehensive approach to serving Missouri's job seekers and businesses. MoHealthWINs builds and strengthens Missouri's already long-standing partnership with the 12 community colleges associated with this program.

MoHealthWINs is a perfect example of a workforce-education partnership. The participating community colleges make the National Career Readiness Certificate (NCRC) available to every participant upon completion of the MoHealthWINs training. This accreditation helps boost the overall quality of the workforce statewide.

The MoHealthWINs proposal was developed with extensive input from business, industry, labor, workforce development, and governmental organizations. Preparation for the project began in summer 2010 when Missouri's governor and the director of DWD convened a group of workforce and training leaders from the state's public community and technical colleges. The group was explicitly charged with reaching out to WIBs, employers, and associations, and specifically to bring together state workforce officials, local workforce investment board staff members, and community college leaders.

This consortium of partners has come together and implemented activities in support of the \$20 million MoHealthWINs grant goals. This grant-funded program will train more than 3,200 Missourians for healthcare jobs across the state. Those eligible to receive training include persons receiving Trade Adjustment Act assistance as well as the unemployed, underemployed, and low-skilled.

To expand on the Governor's focus on growing Missouri's **green economy**, DWD and the Missouri Department of Natural Resources (DNR)—Energy Division are aligning green jobs research, training and outreach programs between their respective Recovery Act green weatherization, training, and research grants.

DWD maintains a contractual agreement for the **Missouri Employment and Training Program (METP)** provide the full array of career center services to Supplemental Nutrition Assistance Program (SNAP) participants who are referred to the career centers. This relationship with DSS' Family Support Division (FSD) provides enhanced integration of lower-income, unemployed and underemployed individuals into the career centers, and as a result, these key agencies blend strengths and merge resources to create a successful, coordinated, and customer-oriented system. Collaboration occurs around the workforce system's target customer groups, such as those individuals who have been laid-off/unemployed.

DED and the Missouri Department of Labor & Industrial Relations (DOLIR) have partnered to acquire and implement a **Reemployment and Eligibility Assessment (REA) Grant**. The REA services will enhance the partnership between the workforce services provider and the unemployment insurance administrator in Missouri. REA represents the continuing commitment of DWD to the reemployment of UI claimants. Missouri operates its Emergency Unemployment Compensation Reemployment & Eligibility Assessment (EUC REA) program modeled on our state REA grant. Both the REA grant and EUC REA are operated as a partnership between DOLIR's Division of Employment Security (DES) and DWD. DES identifies claimants and refers them to DWD for career center services. A feedback loop has

been created to make certain that claimants are participating in services as directed. DES then adjudicates any UI eligibility issues that arise. The two departments cooperate in the scheduling of claimants and in the development of materials used in the program.

DWD has partnered with DOLIR to implement an innovative training program to provide occupational training to UI Recipients. The **WorkReadyMissouri** program allows UI recipients to receive occupational training on-site with an employer for 24 hours per week, while still receiving their UI benefits and a small training allowance. The program will give participants the opportunity to learn new skills for their résumé, maintain a connection to the workforce and potentially lead to employment. Another target group is ex-offenders.

As directed by Governor Nixon's Executive Order 09-16, DWD continues to partner with the Missouri Department of Corrections (DOC) in administering the **Missouri Reentry Process (MRP)**. The MRP Steering Team meets regularly to work toward integrating successful offender reentry principles and practices into state agencies and communities throughout Missouri resulting in partnerships that enhance offender self-sufficiency, reduce recidivism, and improve public safety and employment retention.

In accordance with the statewide priority of building the skills of younger workers, Governor Nixon is committed to ensuring that all Missouri's youth have access to the opportunities needed to receive quality education and workforce training. Missouri has established an inter-agency **Children's Service Commission** which includes Directors and their staff from all State agencies including the DED, DESE, DSS, and DOC. This commission promotes inter-departmental collaboration to ensure services are designed for youth in an integrated manner to improve their self-sufficiency, safety, and economic stability. In April 2010, Governor Nixon also launched the **Children in Nature Challenge** (Executive Order 10-18), which directs state agencies to encourage Missouri communities to give children more opportunities to learn about and experience nature first-hand in all parts of the state. This initiative will connect youth with nature to improve their physical, mental and emotional well-being. Specifically, it directs the DESE, the Missouri Department of Health and Senior Services (HSS), Missouri Department of Mental Health (DMH), MDHE, and DED to work with the Missouri Department of Conservation and DNR to encourage community member' use of existing state programs that help educate children about, and connect them with, nature and the outdoors. To meet this challenge further, DWD launched the **State Parks Youth Corps** which is a collaborative effort between the DNR's Division of State Parks and DWD to provide youth the opportunity to gain valuable work experience to prepare for tomorrow's careers, while enjoying the beauty and grandeur of Missouri's state parks.

## **B. Economic and Workforce Information Analysis**

*The State Operational Plan must describe labor market and economic context in which the state's workforce system (including all the programs in the Integrated Workforce Plan) is operating, based on accurate and timely labor-market, demographic, and economic information, with particular attention given to high-need, under-served, under-employed, and/or low-skilled subpopulations. (WIA Sections 112(b)(4), 112(b)(17)(A)(iv), 112(b)(18), W-P Sections 8(b) and 15.) This description should include an assessment of the needs of constituents within the state who will become, or currently comprise, the state's workforce, particularly those needs which can be addressed by the programs included in the Integrated Workforce Plan. The state's analysis of the*



current economy and future trends of the economy forms the foundation for strategic planning. For its analysis, the state may use the workforce information produced by the state workforce agency as well as other data available from Federal, state, and private sector sources, and informed by the business representatives of the state workforce investment board (SWIB). The Integrated Workforce Plan must include the following **specific** information, consistent with Section 112(b)(4) of the Act:

1. An assessment of the current situation and projected trends of the state's economy, industries and occupations, including major economic regions and industrial and occupational sectors. What is the current economic situation and projected trends of the state's economy, industries, and occupations, including major economic regions and industrial and occupational sectors?

Missouri's Gross Domestic Product (GDP) in 2011 totaled \$249 billion. The Manufacturing and Government sectors each represented 13.0% of Missouri's output, followed by Real Estate and Health Care sectors tying at 9.0%. Over the past ten years, GDP has increased nominally by 35%. From 2010 to 2011, Missouri's GDP increased by 2.5%. In 2011, Missouri had the fourth most diversified economy in the United States. This diversity allows Missouri to better withstand and recover from significant, unfavorable changes in any one sector.

Missouri Gross Domestic Product (millions of current dollars)					
Industry	2001	2011	% of 2011 Total GDP	Net Change	Percent Change
All Industry Total	\$185,332	\$249,525	100%	\$64,193	35%
Private Industries	\$163,803	\$217,491	87%	\$53,688	33%
Agriculture, Forestry, Fishing, & Hunting	\$1,646	\$4,000	2%	\$2,354	143%
Mining	\$547	\$276	0%	-\$271	-50%
Utilities	\$3,210	\$4,264	2%	\$1,054	33%
Construction	\$9,149	\$8,450	3%	-\$699	-8%
Manufacturing	\$28,927	\$31,904	13%	\$2,977	10%
Durable Goods	\$15,637	\$15,820	6%	\$183	1%
Nondurable Goods	\$13,290	\$16,084	6%	\$2,794	21%
Wholesale Trade	\$11,768	\$15,055	6%	\$3,287	28%
Retail Trade	\$13,062	\$16,457	7%	\$3,395	26%
Transportation & Warehousing	\$6,731	\$8,313	3%	\$1,582	24%
Information	\$8,198	\$13,974	6%	\$5,776	70%
Finance & Insurance	\$11,763	\$16,506	7%	\$4,743	40%
Real Estate & Rental & Leasing	\$20,177	\$23,402	9%	\$3,225	16%
Professional, Scientific, & Technical Services	\$10,107	\$16,308	7%	\$6,201	61%
Management of Companies & Enterprises	\$6,666	\$7,882	3%	\$1,216	18%
Administrative & Waste Management Services	\$4,421	\$8,171	3%	\$3,750	85%
Educational Services	\$2,071	\$2,831	1%	\$760	37%
Health Care & Social Assistance	\$12,750	\$22,484	9%	\$9,734	76%
Arts, Entertainment, & Recreation	\$2,240	\$3,266	1%	\$1,026	46%
Accommodation & Food Services	\$5,129	\$7,117	3%	\$1,988	39%
Other Services, Except Government	\$5,241	\$6,831	3%	\$1,590	30%
Government	\$21,529	\$32,034	13%	\$10,505	49%

Source: Bureau of Economic Analysis

Although farm establishments in Missouri only made up 1.6% of the state's total Gross Domestic Product in 2011, Agriculture is an important part of Missouri's economy. According to the state's Department of Agriculture, Missouri is second only to Texas in the

total number of farms at nearly 108,000 establishments. Missouri is the nation's 17<sup>th</sup> largest agricultural exporting state with top exports including soybeans, corn, cotton and wheat. Missouri's largest production sector, food manufacturing, is closely tied to the state's agricultural strength and history.

Missouri non-farm employment in May 2012 totaled more than 2.6 million workers and the top subsectors for jobs were in Health Care and Social Assistance, Retail Trade, and Local Government. Over the past two years the Professional and Business Services sector has seen the highest percentage growth (8.7) while Education and Health Services (4.4%) and Manufacturing (4.3%) rounded out the second and third spot. Manufacturing had declined by 45,000 jobs from 2007 to 2009, a decrease of 14.8%, but from 2010 to 2012 jobs rose by 10,400.

From May 2010 to May 2012, the subsector of Administrative and Support, which includes temporary employment services, saw the largest increase in employment (22,500), followed by Health Care and Social Assistance (16,400) and Durable Goods Manufacturing (11,900). As a whole, Government positions had the largest decline (-25,300) followed by Construction (-8,500). Construction employment decreased 8.1%, adding further to a large decrease that occurred from 2007 to 2009.

#### MISSOURI INDUSTRY EMPLOYMENT – MAY 2010 to MAY 2012

Industry	May 2010	May 2012	Net Change	% Change
<b>TOTAL NONFARM</b>	<b>2,654,600</b>	<b>2,657,200</b>	<b>2,600</b>	<b>0.1%</b>
Natural Resources and Mining	4,300	4,400	100	2.3%
Construction	104,600	96,100	-8,500	-8.1%
Manufacturing	242,200	252,600	10,400	4.3%
...Durable Goods	139,100	151,000	11,900	8.6%
...Non-Durable Goods	103,100	101,600	-1,500	-1.5%
Trade, Transportation, and Utilities	513,300	509,200	-4,100	-0.8%
...Wholesale Trade	116,400	116,600	200	0.2%
...Retail Trade	299,100	296,900	-2,200	-0.7%
...Transportation and Utilities	97,800	95,700	-2,100	-2.1%
Information	60,900	57,200	-3,700	-6.1%
Financial Activities	162,500	157,700	-4,800	-3.0%
...Finance and Insurance	126,700	123,700	-3,000	-2.4%
...Real Estate and Rental and Leasing	35,800	34,000	-1,800	-5.0%
Professional and Business Services	319,300	347,000	27,700	8.7%
...Professional, Scientific, and Technical Services	121,100	125,700	4,600	3.8%
...Management of Companies and Enterprises	60,000	60,600	600	1.0%
...Administrative and Support	138,200	160,700	22,500	16.3%
Education and Health Services	407,000	424,800	17,800	4.4%
...Educational Services	56,800	58,200	1,400	2.5%
...Health Care and Social Assistance	350,200	366,600	16,400	4.7%
Leisure and Hospitality	271,100	262,900	-8,200	-3.0%
...Arts, Entertainment, and Recreation	42,500	39,800	-2,700	-6.4%
...Accommodation and Food Services	228,600	223,100	-5,500	-2.4%
Other Services	112,000	113,200	1,200	1.1%
Government	457,400	432,100	-25,300	-5.5%
...Federal Government	67,200	54,700	-12,500	-18.6%
...State Government	104,400	98,500	-5,900	-5.7%
...Local Government	285,800	278,900	-6,900	-2.4%

Source: Current Employment Statistics, Bureau of Labor Statistics.



## REAL-TIME LABOR MARKET ANALYSIS

In 2012 MERIC began using a new tool to assess current, or real-time, demand for occupations throughout the state. The tool, provided by Burning Glass Technologies, captures online job advertisements and aggregates those jobs by occupation and industry codes. While on-line advertisements do not represent all job openings, as other informal networks are also used, it does provide a broad picture of hiring activity and serves as one measure of current labor demand.

### Industry Demand

Industry demand analysis from July 2011 to May 2012 showed that the Healthcare industry (Hospitals and Ambulatory Health Care Services) was a top advertiser. Professional, Scientific, and Technical Services

along with Educational Services also had a high number of job ads. Administrative Support rounded out the top five. Many of these industries, such as Administrative Services, Food Services, and Accommodations,

have high turnover rates so that the large number of job ads can reflect the need to refill positions rather than to add new jobs.

**Top Ten Real-Time Labor Demand Industries by Online Job Ads**

Industry	Job Ads
Hospitals	32,533
Professional, Scientific, And Technical Services	26,832
Ambulatory Health Care Services	15,500
Educational Services	12,199
Administrative And Support Services	11,216
Food Services And Drinking Places	11,081
Credit Intermediation And Related Activities	9,659
Insurance Carriers And Related Activities	8,721
Sporting Goods, Hobby, Book, And Music Stores	6,446
Accommodations	4,817

*Source: Burning Glass Technologies*

### Occupation Demand

Job analysis highlights the top ten occupations Missouri employers advertised for in the past year. Registered Nurses were in the greatest demand, followed by Truck Drivers, and Salespersons in

Retail and Wholesale/Manufacturing. Sales Managers and Customer Services Representatives followed. Several Information Technology occupations also made the list.

**Top Ten Real-Time Labor Demand Occupations by Online Job Ads**

Occupation	Job Ads
Registered Nurses	12,997
Truck Drivers, Heavy and Tractor-Trailer	10,437
Retail Salespersons	10,107
Wholesale and Mfg. Sales Reps., Except Tech. and Scientific Products	10,077
First-Line Supervisors/Managers of Retail Sales Workers	8,584
Customer Service Representatives	7,980
Computer Programmers	7,150
Computer Systems Analysts	5,915
Software Developers, Applications	5,829
Secretaries, Except Legal, Medical, and Executive	5,028

*Source: Burning Glass Technologies*

Real-Time Labor Market Analysis provides a snapshot of current labor demand that is particularly helpful to current job seekers interested in who is hiring and for what occupations. MERIC and DWD will continue to explore how this data can inform workforce and economic development efforts to meet the needs of businesses around the state.

## SHORT-TERM PROJECTIONS

MERIC develops short-term employment projections based on industry trends and staffing patterns. The top ten industries expected to have job openings over the projections period of 2010 to 2012 included the health care sectors of Ambulatory Health Care, Nursing and Residential Care, Hospitals, and Social Assistance Services. Other sectors included Administrative and Support Services, Professional, Scientific and Technical Services, Specialty Trade Contractors, Food Services, Durable Good Wholesalers, and Transportation Equipment Manufacturers.

Industry analysis leads to occupational projections which were developed for the state and two major workforce regions, St. Louis and Kansas City. The top job openings take into account both growth and replacement needs for an occupation over time. For example, a large amount of job openings that employers fill come from the need to replace workers who have move into other positions or left the business entirely. In the top ten list below, only Registered Nurses have more growth openings than replacement openings.

The top ten occupations for the 2010 to 2012 time period include five from the service industry; Cashiers (9,321); Waiters and Waitresses (6,132); Retail Salespersons (5,845); Customer Service Representatives (4,261); and the Combined Food Preparation and Serving Workers (4,090). With relatively low wages, these service sector occupations have large amounts of turnover.

**Statewide Top Ten Short-Term Occupation Projections Sorted by Total Openings**

Occupation	2010 Estimated Employment	2012 Projected Employment	Growth Openings	Replacement Openings	Total Openings
Cashiers	74,170	74,690	520	8,801	9,321
Waiters and Waitresses	51,040	51,210	168	5,964	6,132
Retail Salespersons	78,320	79,530	1,205	4,640	5,845
Customer Service Representatives	46,270	47,680	1,407	2,854	4,261
Combined Food Preparation and Serving Workers	78,090	79,470	1,387	2,703	4,090
Registered Nurses	65,670	67,320	1,654	1,165	2,819
Laborers and Freight, Stock, and Material Movers	36,100	35,960	0	2,435	2,435
Office Clerks, General	69,140	69,700	552	1,795	2,347
General and Operations Managers	40,870	40,480	0	2,239	2,239
Truck Drivers, Heavy and Tractor-Trailer	41,210	42,070	868	1,341	2,209

Source: MERIC Employment Projections and 2010 Occupational Employment and Wage Survey

### St. Louis Top Ten Short-Term Occupation Projections Sorted by Total Openings

Occupation	2010 Estimated Employment	2012 Projected Employment	Growth Openings	Replacement Openings	Total Openings
Cashiers	23,750	23,860	114	2,818	2,932
Waiters and Waitresses	21,700	21,830	131	2,536	2,667
Customer Service Representatives	19,550	20,290	737	1,206	1,943
Retail Salespersons	29,880	30,020	148	1,770	1,918
Combined Food Preparation and Serving Workers	26,100	26,660	559	904	1,463
Food Counter Attendants	5,270	5,330	58	1,257	1,315
Office Clerks, General	24,740	25,200	462	642	1,104
Registered Nurses	28,750	29,220	468	424	892
Janitors and Cleaners, Except Housekeepers	17,010	17,280	268	604	872
General and Operations Managers	15,630	15,520	0	856	856

Source: MERIC Employment Projections and 2010 Occupational Employment and Wage Survey

In the St. Louis area, the top occupations in total openings are projected to be: Cashiers (2,932); Waiters and Waitresses (2,667); Customer Service Representatives (1,943); Retail Salespersons (1,918); and Combine Food Preparation and Service Workers (1,463). The top five occupations for projected openings in the St. Louis area are the same top five occupations, while in different order, in the statewide trends.

### Kansas City Top Ten Short-Term Occupation Projections Sorted by Total Openings

Occupation	2010 Estimated Employment	2012 Projected Employment	Growth Openings	Replacement Openings	Total Openings
Cashiers	12,760	12,940	176	1,514	1,690
Waiters and Waitresses	9,810	9,940	136	1,146	1,282
Retail Salespersons	14,090	14,230	146	834	980
Combined Food Preparation and Serving Workers	14,250	14,660	415	493	908
Customer Service Representatives	10,270	10,480	214	633	847
General and Operations Managers	8,950	8,840	0	490	490
Truck Drivers, Heavy and Tractor-Trailer	6,230	6,510	285	203	488
Laborers and Freight, Stock, and Material Movers	6,670	6,660	0	450	450
Registered Nurses	11,750	11,910	183	255	438
Stock Clerks and Order Fillers	7,160	7,230	72	344	416

Source: MERIC Employment Projections and 2010 Occupational Employment and Wage Survey

In the Kansas City area, the same top occupations that were also projected for St. Louis and statewide are: Cashiers (1,690); Waiters and Waitresses (1,282); Retail Salespersons (980); Combined Food Preparation and Serving Workers (908); and Customer Service Representatives (847).



## LONG-TERM PROJECTIONS

MERIC develops long-term employment projections based on industry trends and staffing patterns. The information below describes the industries projected to have the most job openings from 2010 to 2020 based on both growth and replacement needs.

For the 2010–2020 period, the top industries of net change statewide are projected to be; General Medical and Surgical Hospitals (17,213); Employment Services (11,417); Building Equipment Contractors (10,197); and Wholesale Electronic Markets and Agents (9,930).

**Missouri 2010-2020 Industry Projections**

Industry	Employment		Change	
	2010	2020	2010-2020	
	Estimated	Projected	Numeric	Percent
General Medical and Surgical Hospitals	139,391	156,604	17,213	12%
Employment Services	47,488	58,905	11,417	24%
Building Equipment Contractors	30,903	41,100	10,197	33%
Wholesale Electronic Markets and Agents	23,665	33,595	9,930	42%
Offices of Physicians	39,742	47,556	7,814	20%
Individual and Family Services	26,023	33,481	7,458	29%
Services to Buildings and Dwellings	32,733	40,106	7,373	23%
Nursing Care Facilities	45,071	51,248	6,177	14%
Nonresidential Building Construction	13,074	19,095	6,021	46%
Elementary and Secondary Schools	164,025	169,111	5,086	3%

Source: MERIC Employment Projections

Industry analysis in the St. Louis and Kansas City areas show very similar trends to the statewide figures which is to be expected given the large influence of these two cities on the state's economy. The only difference was that both St. Louis and Kansas City had Professional, Scientific, and Technical Services, and Food Services in the top ten. In addition, the St. Louis top ten included Transportation Equipment Manufacturing while Kansas City had General Merchandise Stores.

The long-term statewide occupational projections show that the top job openings are in the food and retail service industries. The definition of *Total Openings* is the projected new growth along with replacement needs. Cashiers, for example, shows a total projected employment of 75,965 for 2020, only 2,545 more than the 2010 estimate of 73,420 jobs. This means of the 35,857 job openings over 10 years, 33,312 are replacement openings due to turnover while only 2,545 are new. Total openings are important to job seekers while new jobs indicate where new training needs may be.

**Statewide Top Ten Long-Term Occupation Projections Sorted by Total Openings**

Occupation	2010 Estimated Employment	2012 Projected Employment	Growth Openings	Replacement Openings	Total Openings
Cashiers	73,420	75,965	2,545	33,312	35,857
Retail Salespersons	79,598	87,415	7,817	23,383	31,200
Combined Food Preparation and Serving Workers	76,610	82,409	5,799	21,382	27,181
Waiters and Waitresses	49,935	50,808	873	24,930	25,803
Registered Nurses	67,852	80,039	12,187	12,281	24,468
Office Clerks, General	70,728	77,384	6,656	12,512	19,168
Customer Service Representatives	48,387	53,717	5,330	13,742	19,072
Laborers and Freight, Stock, and Material Movers	36,138	40,093	3,955	11,552	15,507
Heavy and Tractor-Trailer Truck Drivers	42,029	47,122	5,093	8,361	13,454
Wholesale and Mfg. Sales Reps., Except Tech. and Scientific Products	31,427	36,342	4,915	7,396	12,311

Source: MERIC Employment Projections

The St. Louis area mirrors the top five occupation projections of the state, with the exception of the ranking. Registered Nurses are number four in St. Louis, slightly ahead of Food Preparation and Serving Workers. Carpenters make the list in St. Louis due to the jobs lost during the national housing crisis that hit the construction industry over many years.

**St. Louis Top Ten Long-Term Occupation Projections Sorted by Total Openings**

Occupation	2010 Estimated Employment	2020 Projected Employment	Growth Openings	Replacement Openings	Total Openings
Retail Salespersons	30,561	32,760	2,199	8,978	11,177
Cashiers	23,639	24,045	406	10,725	11,131
Waiters and Waitresses	21,285	21,747	462	10,627	11,089
Registered Nurses	29,782	34,071	4,289	5,391	9,680
Combined Food Preparation and Serving Workers	25,354	27,487	2,133	7,076	9,209
Customer Service Representatives	19,986	21,474	1,488	5,676	7,164
Office Clerks, General	23,529	25,221	1,692	4,163	5,855
Laborers and Freight, Stock, and Material Movers, Hand	12,325	13,499	1,174	3,940	5,114
Wholesale and Mfg. Sales Reps., Except Tech. and Scientific Products	13,148	14,420	1,272	3,094	4,366
Carpenters	9,858	11,905	2,047	2,089	4,136

Source: MERIC Employment Projections

In Kansas City, the projections change a little, but still have the top four in total openings to be the food and retail service industries. As in St. Louis, Carpenters again are in the top ten due to previous job losses.

**Kansas City Top Ten Long-Term Occupation Projections Sorted by Total Openings**

Occupation	2010 Estimated Employment	2020 Projected Employment	Growth Openings	Replacement Openings	Total Openings
Cashiers	13,732	14,563	831	6,230	7,061
Retail Salespersons	14,673	16,010	1,337	4,310	5,647
Combined Food Preparation and Serving Workers	15,215	16,528	1,313	4,247	5,560
Waiters and Waitresses	8,778	8,957	179	4,382	4,561
Office Clerks, General	15,917	16,895	978	2,816	3,794
Laborers and Freight, Stock, and Material Movers	8,244	8,945	701	2,635	3,336
Registered Nurses	9,810	11,237	1,427	1,776	3,203
Heavy and Tractor-Trailer Truck Drivers	8,098	9,212	1,114	1,611	2,725
Customer Service Representatives	6,170	6,511	341	1,752	2,093
Carpenters	4,776	5,686	910	1,012	1,922

Source: MERIC Employment Projections

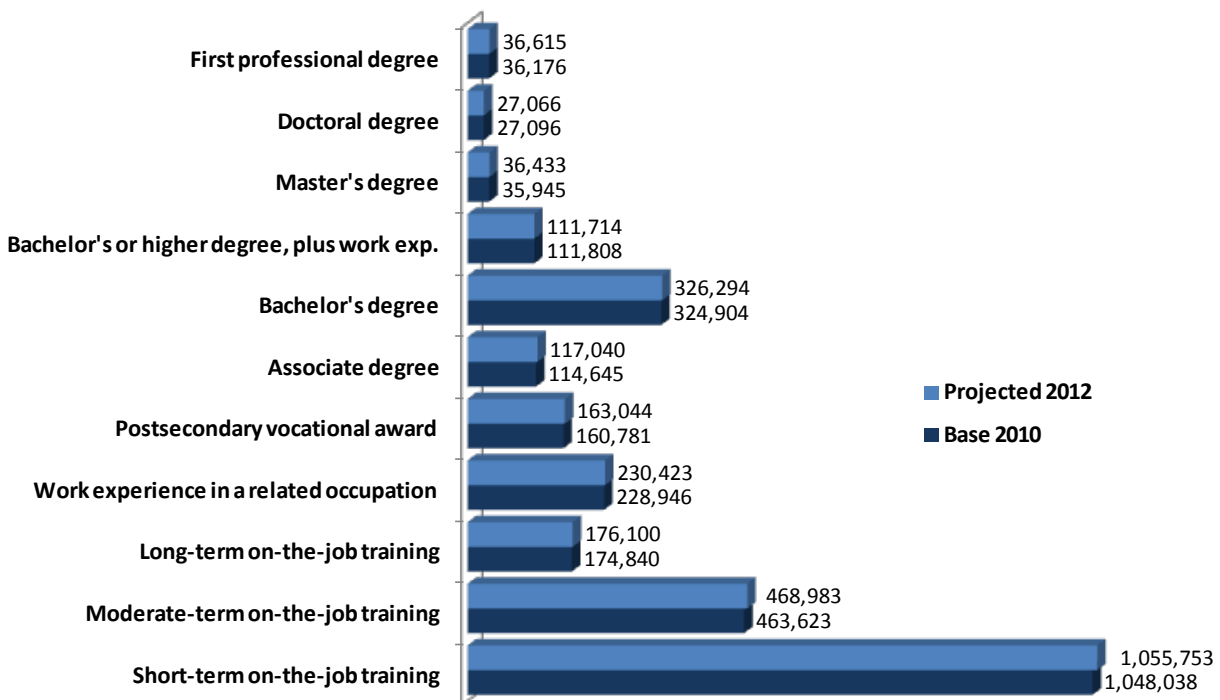
2. An assessment of the workforce skills and knowledge individuals need to find current and future employment in the state, particularly those skills and knowledge identified by employers as necessary for economic growth in the state. What workforce skills and knowledge do individuals need to find current and future employment in the state, particularly those skills identified by employers as necessary for economic growth in the state?

## SHORT-TERM PROJECTIONS

### Employment by Education Level

Occupations typically requiring Short-term On-The-Job Training (OJT), Moderate-term OJT, and Associate's degrees are expected to account for the largest portion of 2012 employment change. Occupations in these three education and training levels will experience the highest employment increase from 2010 to 2012: Short-term OJT (+ 7,715), Moderate-term OJT (+ 5,360), and Associate degree (+ 2,395). Seventy percent of workers in Missouri will be employed in occupations that require no formal postsecondary education other than on the job experience. Workers in occupations that require just a Bachelor's degree will account for almost 12% of the total employment in 2012.

### Missouri Employment 2010-2012



### Top Occupations by Education Level

The 2010-2012 short-term occupations projections are used to identify the top ten occupations based on total openings and level of education or training needed. Top occupations requiring short to moderate-term training include service and support occupations. Sales and Related occupations, along with Healthcare occupations, dominate the top new openings requiring long-term training to an Associate's degree. The top occupations requiring a Bachelor's degree or higher include Education occupations, along with Management and Business occupations.



### Top Ten Short-Term Occupation Projections Sorted by Total Openings

Occupation	2010 Employment	2012 Employment	Growth Openings	Replacement Openings	Total Openings
<b>Short to Moderate-Term Training</b>					
Cashiers	74,172	74,692	520	8,801	9,321
Waiters and Waitresses	51,041	51,209	168	5,964	6,132
Retail Salespersons	78,322	79,527	1,205	4,640	5,845
Customer Service Representatives	46,274	47,681	1,407	2,854	4,261
Combined Food Preparation and Serving Workers, Including Fast Food	78,087	79,474	1,387	2,703	4,090
Laborers and Freight, Stock, and Material Movers, Hand	36,097	35,956	0	2,435	2,435
Office Clerks, General	69,144	69,696	552	1,795	2,347
Truck Drivers, Heavy and Tractor-Trailer	41,205	42,073	868	1,341	2,209
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	8,956	9,026	70	2,134	2,204
Stock Clerks and Order Fillers	33,479	33,886	407	1,609	2,016
<b>Long-Term Training to Associates Degree</b>					
Registered Nurses	65,668	67,322	1,654	1,165	2,819
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific	30,983	31,516	533	1,357	1,890
Licensed Practical and Licensed Vocational Nurses	18,344	18,761	417	1,134	1,551
First-Line Supervisors/Managers of Retail Sales Workers	30,031	30,228	197	1,219	1,416
Cooks, Restaurant	21,633	21,773	140	1,235	1,375
First-Line Supervisors/Managers of Office and Administrative Support Workers	25,151	25,307	156	1,019	1,175
Insurance Sales Agents	10,893	11,172	279	481	760
Automotive Service Technicians and Mechanics	16,631	16,784	153	578	731
Sales Representatives, Services, All Other	10,831	11,010	179	537	716
Electricians	10,640	10,778	138	483	621
<b>Bachelor's Degree or Higher</b>					
General and Operations Managers	40,868	40,482	0	2,239	2,239
Accountants and Auditors	29,056	29,653	597	873	1,470
Secondary School Teachers, Except Special and Vocational Education	22,592	22,286	0	1,306	1,306
Elementary School Teachers, Except Special Education	27,621	27,587	0	1,168	1,168
Business Operations Specialists, All Other	19,494	18,994	0	778	778
Public Relations Specialists	9,114	9,332	218	416	634
Middle School Teachers, Except Special and Vocational Education	13,917	13,888	0	589	589
Computer Systems Analysts	12,165	12,445	280	289	569
Chief Executives	8,695	8,601	0	463	463
Child, Family, and School Social Workers	8,040	8,082	42	386	428

Source: MERIC Employment Projections

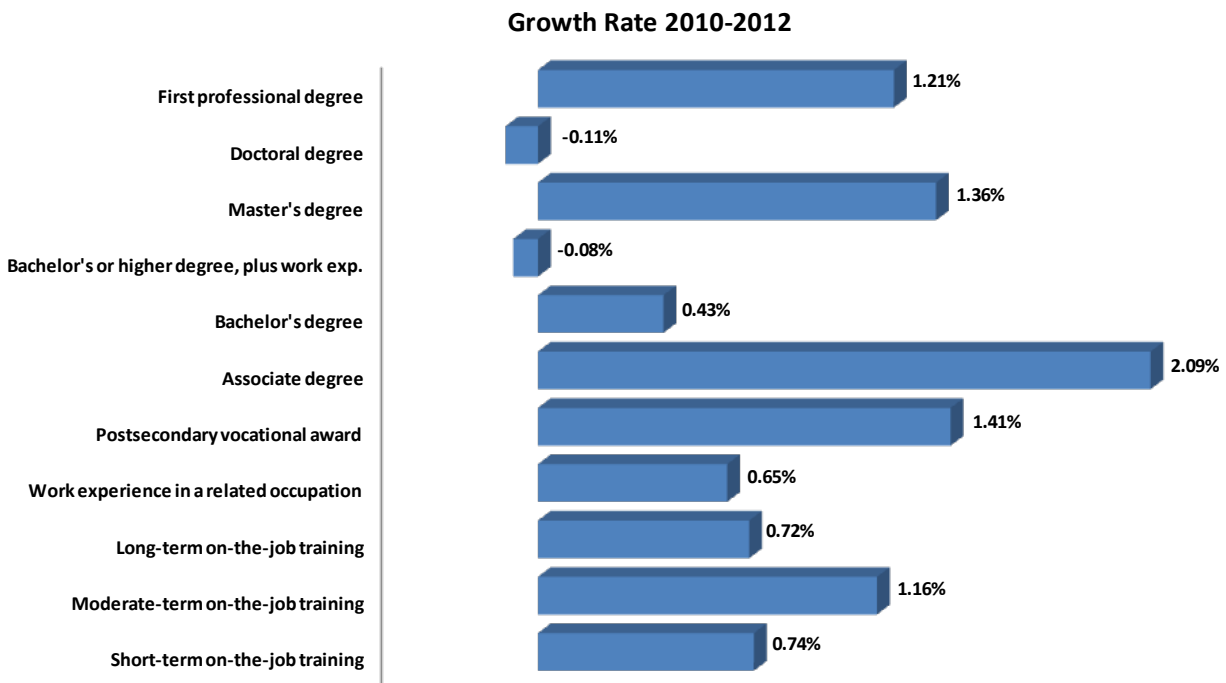
### Top Occupations by Skill

The top ten occupations were analyzed for skill needs using WorkKeys® scores. WorkKeys® skill scores, for *Reading for Information*, *Applied Mathematics*, and *Locating Information*, provide a standardized scoring system ranging from 3 to 7 (low to high) and are based on national foundational and personal assessments used to measure cognitive abilities and the work potential of individuals.

The majority of the top ten occupations based solely on total openings require short-term OJT training. Registered Nurses and General and Operations Managers are the only two occupations that usually require a formal degree. General and Operations Managers requires the highest scores, at 5 for each of the WorkKeys® scores of *Reading for Information*, *Applied Mathematics* and *Locating Information*. Specific skills at this level might include “applying technical terms and jargon” and “applying complex instructions that include conditionals to situations.” Registered Nurses require 4’s and a 5 for *Reading for Information*. The remaining eight occupations require scores of 3 or 4. These include specific skills such as “converting simple money and time units” and “calculating averages, ratios, or rates using whole numbers and decimals.”

## Fastest Growing Jobs by Education Level

Fast growth in occupations means that they will provide a larger share of new positions in the future, thereby providing better employment prospects and more favorable conditions for mobility and advancement. Fueled by the growth in Healthcare, Technical and Education occupations, careers requiring an Associate's degree (2.1%), Postsecondary Vocational Award (1.4%) and Master's degree (1.4%) are expected to experience the largest growth rates over the short term.

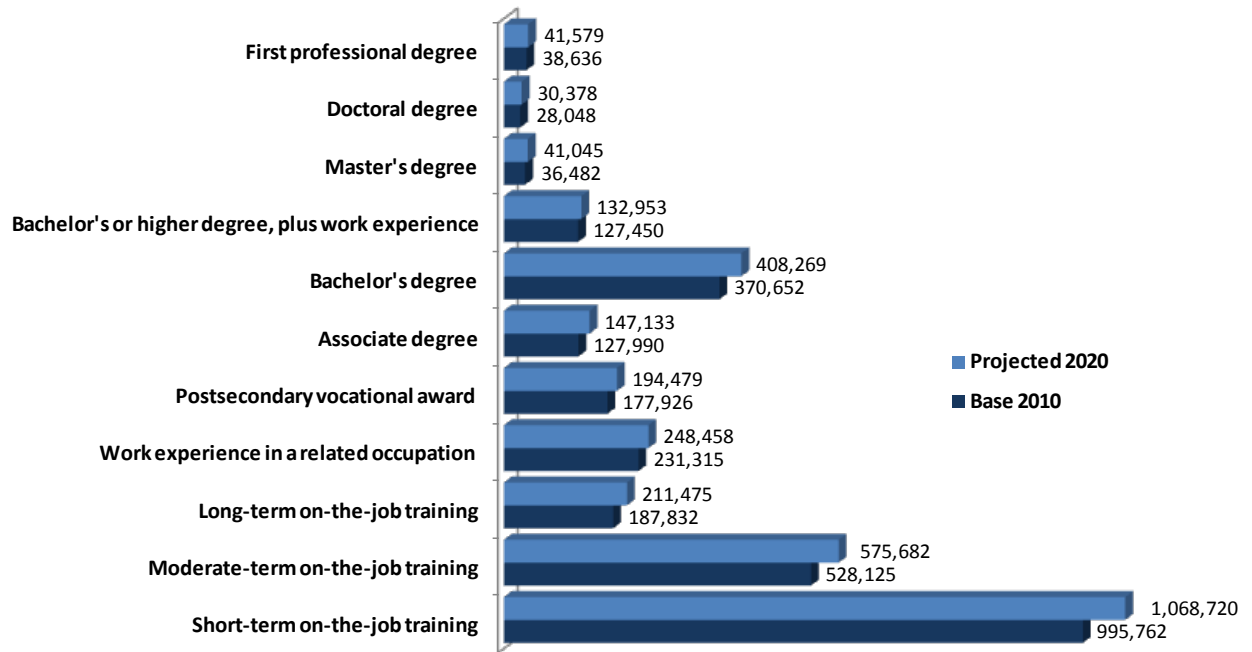


## LONG-TERM PROJECTIONS

### Jobs by Education Level

Occupations typically requiring short-term OJT, moderate-term OJT and Bachelor's degrees are expected to account for the largest portion of 2020 employment change. Occupations in these three education and training levels will experience the highest employment increase from 2010 to 2020; short-term OJT (+72,985), moderate-term OJT (+47,557), and Bachelor's degree (+37,617). Sixty-eight percent of workers in Missouri will be employed in occupations that require no formal postsecondary education (includes short-term OJT to work experience in a related occupation). Workers in occupations that require just a Bachelor's degree will account for over 13% of the total employment in 2020.

### Missouri Employment 2010-2020



### Top Occupations by Education Level

The 2010-2020 long-term occupations projections were used to identify the top ten occupations based on total openings and level of education or training needed. Top occupations requiring short to moderate-term training include service and support sector occupations. Healthcare and Technical occupations and Sales and Related occupations dominate the top new openings requiring at least long-term training or as much as an Associate's degree. The top occupations requiring a Bachelor's degree or higher include Education occupations, along with Business and Financial occupations.



### Top Ten Long-Term Occupation Projections Sorted by Total Openings

Occupation	2010 Employment	2020 Employment	Growth Openings	Replacement Openings	Total Openings
<b>Short to Moderate-Term Training</b>					
Cashiers	73,420	75,965	2,545	33,312	35,857
Retail Salespersons	79,598	87,415	7,817	23,383	31,200
Combined Food Preparation and Serving Workers	76,610	82,409	5,799	21,382	27,181
Waiters and Waitresses	49,935	50,808	873	24,930	25,803
Office Clerks, General	70,728	77,384	6,656	12,512	19,168
Customer Service Representatives	48,387	53,717	5,330	13,742	19,072
Laborers and Freight, Stock, and Material Movers	36,138	40,093	3,955	11,552	15,507
Heavy and Tractor-Trailer Truck Drivers	42,029	47,122	5,093	8,361	13,454
Childcare Workers	24,715	29,210	4,495	7,783	12,278
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	46,730	50,197	3,467	8,809	12,276
<b>Long-Term Training to Associates Degree</b>					
Registered Nurses	67,852	80,039	12,187	12,281	24,468
Wholesale and Mfg. Sales Reps., Except Tech. and Scientific Products	31,427	36,342	4,915	7,396	12,311
Carpenters	22,765	28,629	5,864	4,825	10,689
Nursing Aides, Orderlies, and Attendants	40,804	45,865	5,061	5,263	10,324
First-Line Supervisors of Office and Administrative Support Workers	25,099	27,169	2,070	6,713	8,783
First-Line Supervisors of Retail Sales Workers	31,751	32,129	378	7,405	7,783
Licensed Practical and Licensed Vocational Nurses	18,345	20,532	2,187	4,894	7,081
Automotive Service Technicians and Mechanics	17,739	19,089	1,350	4,585	5,935
Electricians	11,006	13,596	2,590	2,967	5,557
Computer Support Specialists	14,861	16,152	1,291	3,903	5,194
<b>Bachelor's Degree or Higher</b>					
Accountants and Auditors	29,873	34,054	4,181	6,417	10,598
Elementary School Teachers, Except Special Education	27,825	30,306	2,481	6,115	8,596
General and Operations Managers	42,093	41,858	0	7,827	7,827
Secondary School Teachers, Except Special and Tech. Ed.	22,753	22,662	0	6,221	6,221
Lawyers	12,434	14,441	2,007	2,364	4,371
Middle School Teachers, Except Special and Tech. Ed.	14,021	15,275	1,254	3,081	4,335
Computer Systems Analysts	13,033	14,270	1,237	2,443	3,680
Business Operations Specialists, All Other	14,944	15,719	775	2,865	3,640
Child, Family, and School Social Workers	11,207	12,000	793	2,658	3,451
Public Relations Specialists	8,139	9,257	1,118	2,176	3,294

Source: MERIC Employment Projections

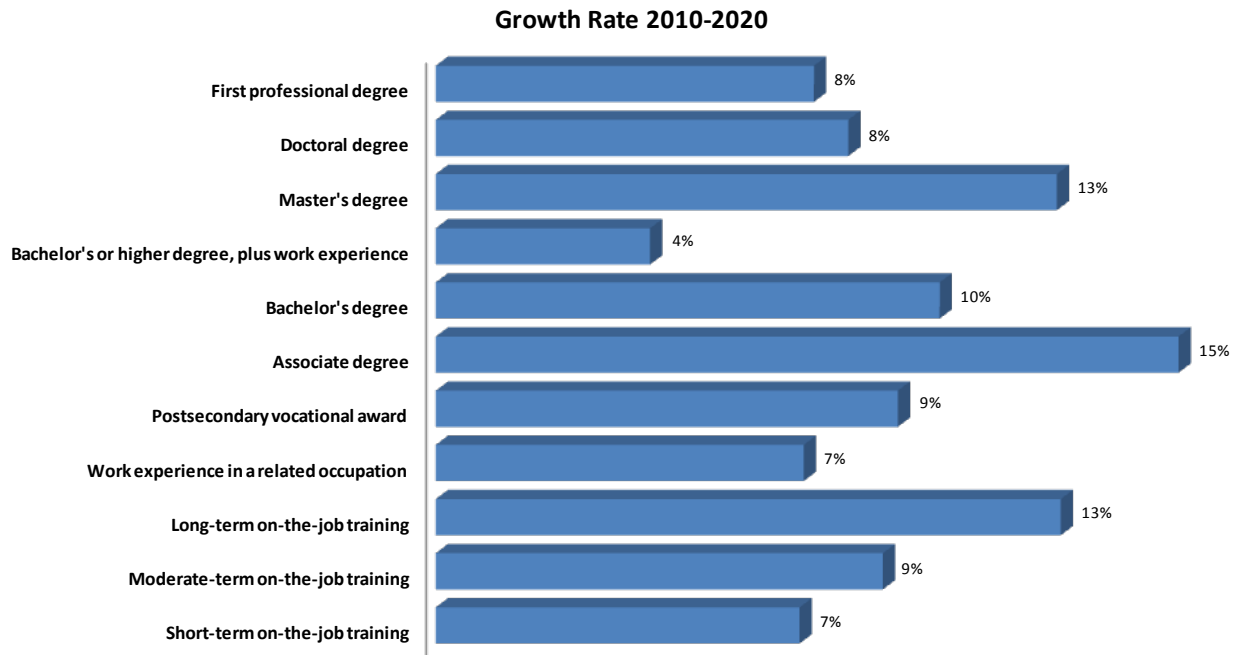
### Top Occupations by Skill

The top ten occupations were analyzed for skill needs using WorkKeys® scores. WorkKeys® skill scores, for *Reading for Information*, *Applied Mathematics*, and *Locating Information*, provide a standardized scoring system ranging from 3 to 7 (low to high) and are based on national foundational and personal assessments used to measure cognitive abilities and the work potential of individuals.

The majority of the top ten occupations based solely on total openings require short-term OJT training. Registered Nurses are the only occupation that typically requires a formal degree. Sales Representatives require the highest WorkKeys® scores, at 5 for *Applied Mathematics* and *Reading for Information*, and a 4 for *Locating Information*. Specific skills at this level might include “applying technical terms and jargon” and “applying complex instructions that include conditionals to situations.” Registered Nurses require 4’s and a 5 for *Reading for information*. The remaining eight occupations require scores of 3 or 4. These include specific skills such as “converting simple money and time units” and “calculating averages, ratios, or rates using whole numbers and decimals.”

## Fastest Growing Jobs by Education Level

Long-term projections are used to identify the fastest growing occupations, thereby providing a perspective on the potential need for more job training and education resources. Fueled by the growth in Healthcare and Technical occupations, careers requiring an Associate's degree are expected to experience the highest growth rates between 2010 and 2020. Growth in occupations requiring Long-Term OJT will be fueled by Construction, Installation, and Maintenance occupations. Social Sciences occupations will dominate the growth of Master's degree jobs.



## Top Growing Occupations

Over the long-term, industry needs for certain occupations grow while others decline. These growing occupations will need trained workers to fill employer demand and will, in turn, offer job seekers bright prospects for employment.

Registered Nurses have the largest growth openings (12,187), followed by Retail Salespersons (7,817) and Personal Care Aides (6,831) (See table on next page). When occupations are separated by typical education training levels, the mix of top ten occupations highlights the job growth needs of industry by shorter-term training, longer-term to Associate's degree, and Bachelor's degree or higher.

Shorter-term training jobs include occupations in retail and food service, healthcare (Personal Care and Home Health Aides, and Medical Secretaries), office services (Office Clerks and Customer Service Reps.), and in logistics (Truck Drivers and Freight and Stock Movers).

Longer-Term to Associate's degree occupations, sometimes referred to as Middle Skill jobs, show that in addition to Registered Nurses, other healthcare occupations (Nursing Aides and Licensed Practical Nurses) have high growth openings. Many construction-related jobs (Carpenters, Electricians, Plumbers, and Construction Supervisors) are in the top ten due to the need to replace the large number of jobs lost in this industry over the last few years as construction activity picks back up over the decade.

Bachelor's degree or higher occupations show top job growth in financial fields (Accountants/Auditors, Cost Estimators, and Personal Financial Advisors), followed by jobs in education (Elementary and Middle School Teachers), and a few in information technology (Network Systems Administrators, Computer Systems Analysts, and Software Developers).

### Top Ten Long-Term Occupation Projections by Growth Openings and Education

Occupation	2010 Employment	2020 Employment	Growth Openings
<b>Short to Moderate-Term Training</b>			
Retail Salespersons	79,598	87,415	7,817
Personal Care Aides	20,928	27,759	6,831
Office Clerks, General	70,728	77,384	6,656
Combined Food Preparation and Serving Workers	76,610	82,409	5,799
Medical Secretaries	21,958	27,707	5,749
Customer Service Representatives	48,387	53,717	5,330
Heavy and Tractor-Trailer Truck Drivers	42,029	47,122	5,093
Home Health Aides	13,865	18,408	4,543
Childcare Workers	24,715	29,210	4,495
Laborers and Freight, Stock, and Material Movers	36,138	40,093	3,955
<b>Long-Term Training to Associates Degree</b>			
Registered Nurses	67,852	80,039	12,187
Carpenters	22,765	28,629	5,864
Nursing Aides, Orderlies, and Attendants	40,804	45,865	5,061
Wholesale and Mfg. Sales Reps., Except Tech. and Scientific Products	31,427	36,342	4,915
Electricians	11,006	13,596	2,590
Licensed Practical and Licensed Vocational Nurses	18,345	20,532	2,187
First-Line Supervisors of Office and Admin. Support Workers	25,099	27,169	2,070
Plumbers, Pipefitters, and Steamfitters	8,569	10,583	2,014
First-Line Supervisors of Construction Trades and Extraction Workers	8,415	10,428	2,013
Preschool Teachers, Except Special Education	8,299	9,956	1,657
<b>Bachelor's Degree or Higher</b>			
Accountants and Auditors	29,873	34,054	4,181
Elementary School Teachers, Except Special Education	27,825	30,306	2,481
Lawyers	12,434	14,441	2,007
Network and Computer Systems Administrators	8,814	10,444	1,630
Cost Estimators	4,501	5,983	1,482
Human Resources, Training, and Labor Relations Specialists	9,399	10,823	1,424
Middle School Teachers, Except Special and Tech. Education	14,021	15,275	1,254
Computer Systems Analysts	13,033	14,270	1,237
Software Developers, Applications	12,285	13,521	1,236
Personal Financial Advisors	4,471	5,669	1,198

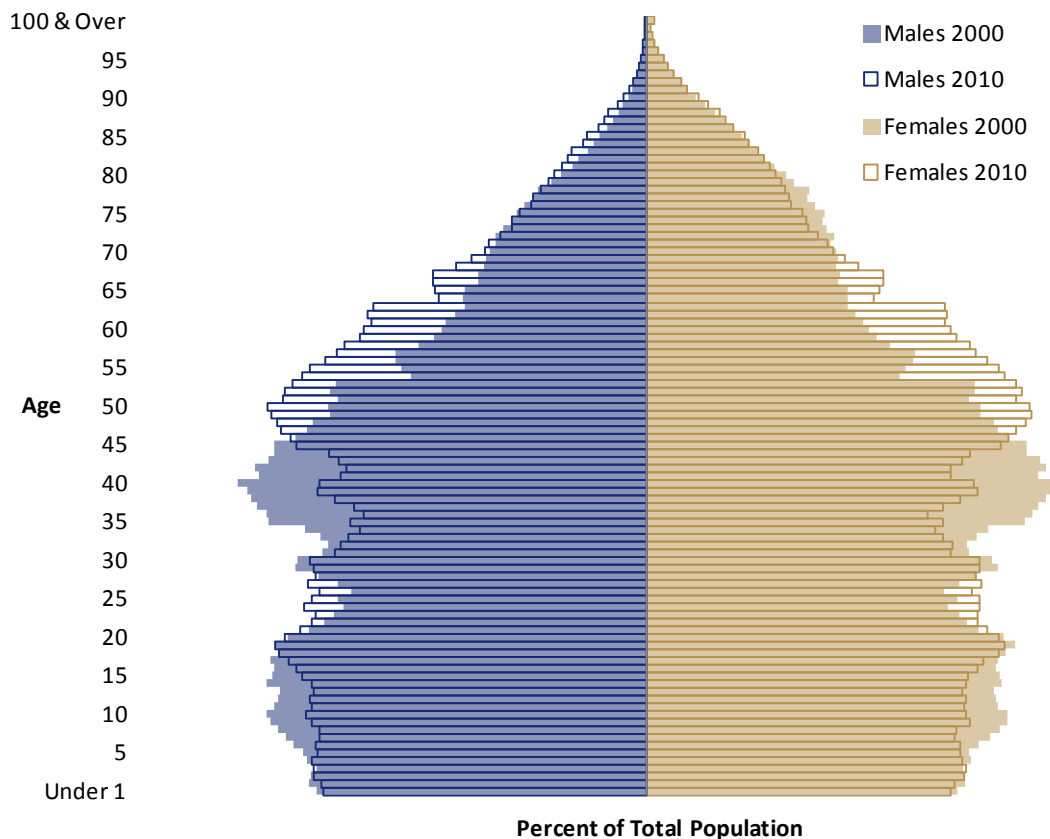
Source: MERIC Employment Projections



3. *Describe the characteristics and employment-related needs of the state's population, and diverse sub-populations, including those from racial, ethnic, linguistic, groups, older persons, and individuals with disabilities.*

Missouri gained 393,716 people between 2000 and 2010 to bring the total population to 5,988,927. The population added more males (213,300) than females (180,416). However, the total distribution remains unchanged, with 49% of the population male and 51% female.

## Population by Age and Sex: 2000 and 2010



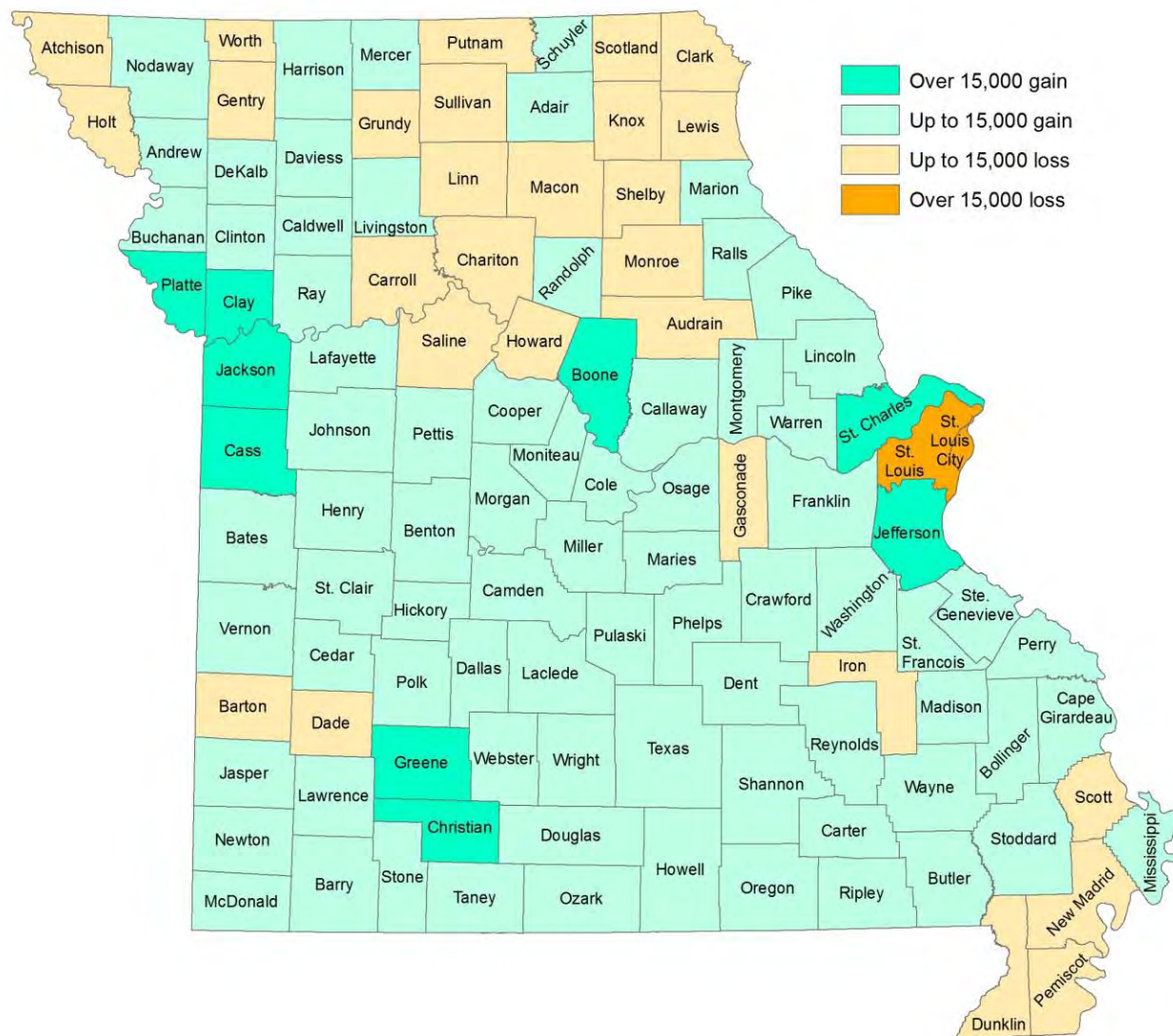
The population is aging as the above chart illustrates. The percent of total population between the ages of 45 and 64 went from 22% of the 2000 population to 27% of the 2010 total population. These gains are countered by losses in the share of *under 18* and between the ages of 35 and 44.

## Geographic Change

St. Louis and Kansas City remain the largest population centers for Missouri and show some shifting of populations further out from the urban core. Also over the decade a growing share of the state's population shifted to the Ozarks, southwest Missouri and the smaller metropolitan areas of Springfield, Columbia and Cape Girardeau.

Counties in non-metropolitan areas grew over the decade in population by 80,853 residents. Taney (11,972) and Pulaski (11,109) represented the fastest growing counties outside of the major metro areas, increasing by 30% and 27% respectively. Twenty seven rural counties declined in population over the past decade. Pemiscot (-1,751) Scott (-1,231) and Dunklin (-1,202) declined the most in population for rural counties; while Atchison (-12%) and Carroll (-10%) experienced the highest percentage losses.

Missouri Population Change, 2000-2010

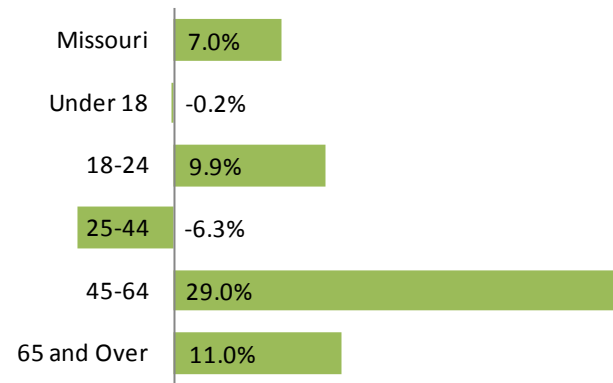


## Age Cohort Growth

The population of Missouri experienced 7% growth between 2000 and 2010. The 45-64 age group, with a growth rate of 29%, far outpaced all other age cohorts. The 25-44 age group saw a decrease of 6.3%.

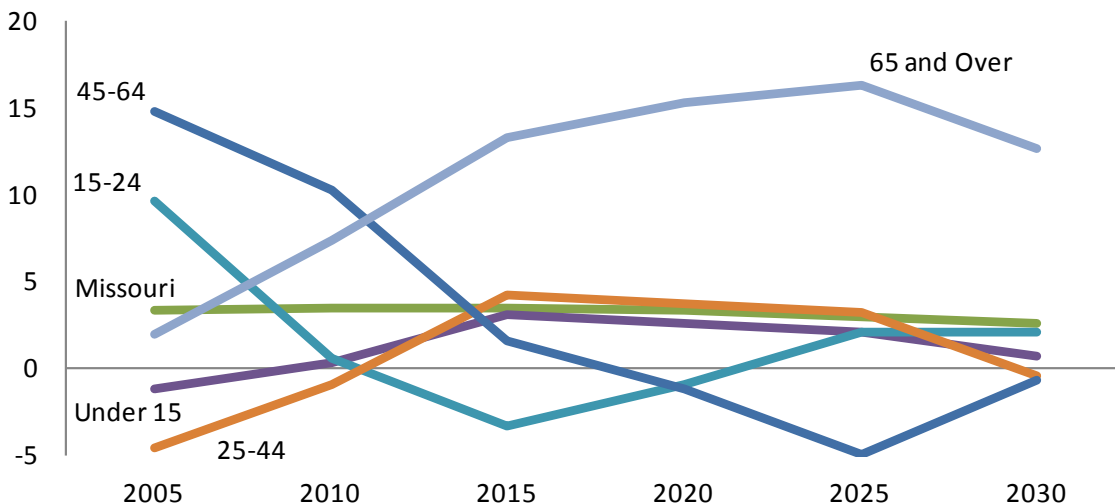
The Missouri Office of Administration projects Missouri population growth out to 2030. By 2015 the 65 and Over and 25-44 cohorts are expected to outpace the state's growth rate, with 13.2% and 4.3%, respectively. The 15-24 cohort is projected to decline by 3.4% between 2010 and 2015.

## Growth Rate within Age Cohort, 2000-2010



Missourians between the ages of 15 and 64, generally considered the working age population, increased by 8.6% to 3,973,008 people between the years 2000 and 2010. In 2010, this group consisted of exactly two-thirds of the overall Missouri population. Segmented further, Missourians age 25 to 34 constitutes the young population able to fill the potential workforce gaps of the future. Nationally, over the course of the next two decades, it is projected that 10,000 Baby Boomers will reach retirement age per day. This labor shortage will leave a large gap to be filled by the 25 to 34 demographic.

## Projected Cohort Growth Rates

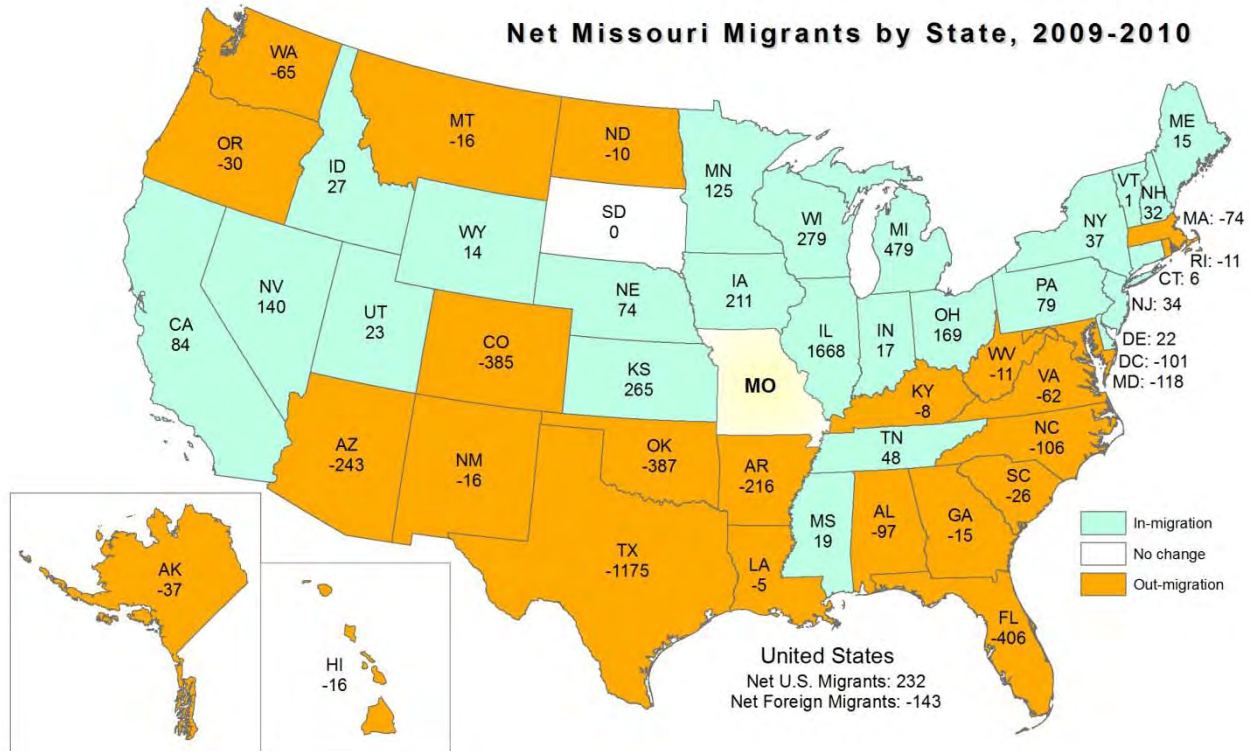


## Migration

Over the past year of available data, Missouri's net migration increased slightly by 89 residents between 2009-2010. Missouri experienced the highest net loss of people to Texas (-1,175), Oklahoma (-387), and Colorado (-385). The highest number of Missouri resident net gains came from Illinois (1,668), Michigan (479), and Wisconsin (279).

From 2000 to 2010, 85 counties had a net migration increase. Of those counties, 44 had a net increase of more than 1,000 in-migrants during those 10 years. Sixteen of those counties are in the St. Louis (6), Springfield (5), and Kansas City (5) metro areas. St. Charles County (76,602) had the greatest influx of residents, followed by Clay (37,933), Greene (34,783), Boone (27,188) and Christian (23,137).

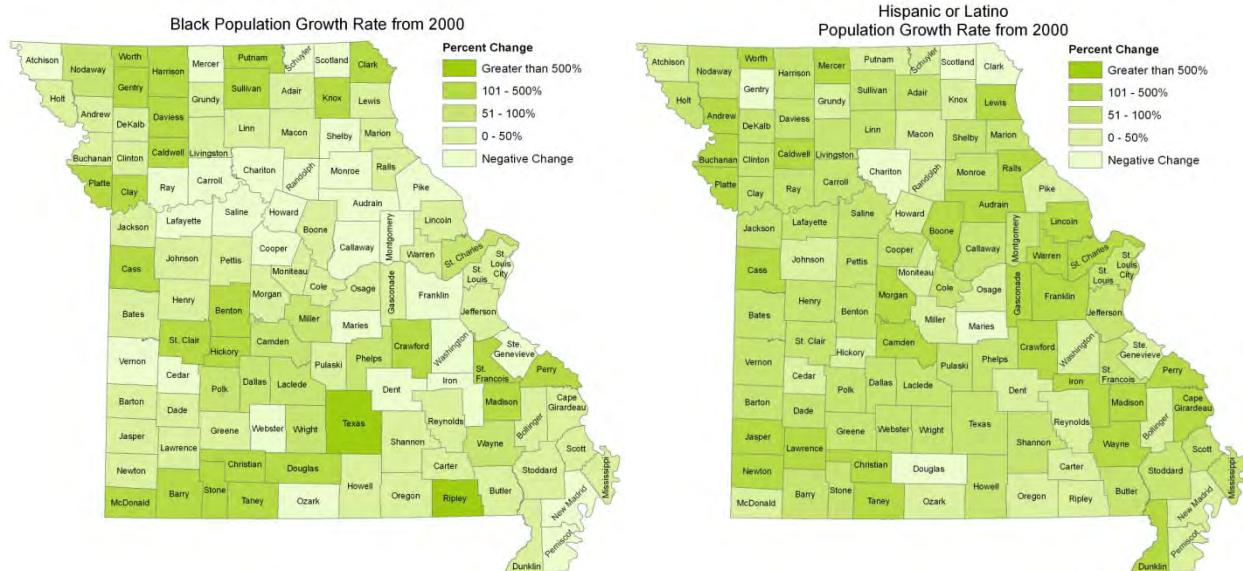
Other large in-migration counties over the same period were, Jefferson (20,634), Jackson (19,278), Cass (17,386), Platte (15,541), and Lincoln (13,622) rounding out the top ten. St. Louis City and St. Louis County had the largest net out migration of any county, losing more than 28,895 and 17,361 residents respectively from 2000 to 2010.





## Minority Populations

Missouri's largest minority race category, *Black or African American*, experienced significant population increases during the 2000's. The Black population grew 10.2% from 629,391 in 2000 to 693,391 in 2010. The state also added 2,300 *American Indian and Alaska Native* persons between 2000 and 2010, with most of the growth occurring in northeast Missouri. Missouri's *Asian and Native Hawaiian or Other Pacific Islander* population experienced a large growth rate, of 61.1%, growing from 64,773 in 2000 to 104,344 in 2010.

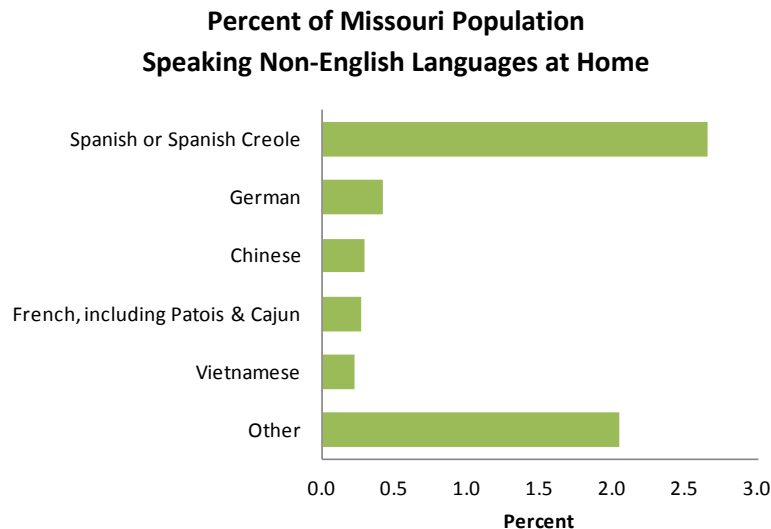


Texas (1688%), Ripley (717%) and Daviess (475%) counties reported enormous percent increases in their Black population since 2000. For a second straight decade St. Louis County reported the largest increase in persons (39,723), a 20.5% increase; followed by Jackson County with 8,976, a 5.9% increase; and St. Charles County with 7,325, a 95.9% increase. Twenty-seven Missouri counties more than doubled their black population between 2000 and 2010. Five counties saw a loss of at least half of the Black population. St. Louis City experienced the largest decline in the number of Black persons, losing 21,106 persons.

Missouri's largest ethnic population, people of *Hispanic or Latino Origin*, grew by 79% from 118,592 in 2000 to 212,470 in 2010, down from the 92% growth of the previous decade. Missouri's population of *Hispanic or Latino Origin* has more than tripled since 1990, and accounts for a growing percentage (3.5) of the state's population compared to 2.1% of the 2000 population count. Seventeen counties exceed the state's average concentration. Sullivan County, with 18.5% of its total population being of *Hispanic or Latino Origin* is the only county in Missouri to exceed the United States concentration of 16.3%. McDonald County, with 11.2%, is the only other county to exceed 10% of its total 2010 population being from *Hispanic or Latino Origin*.

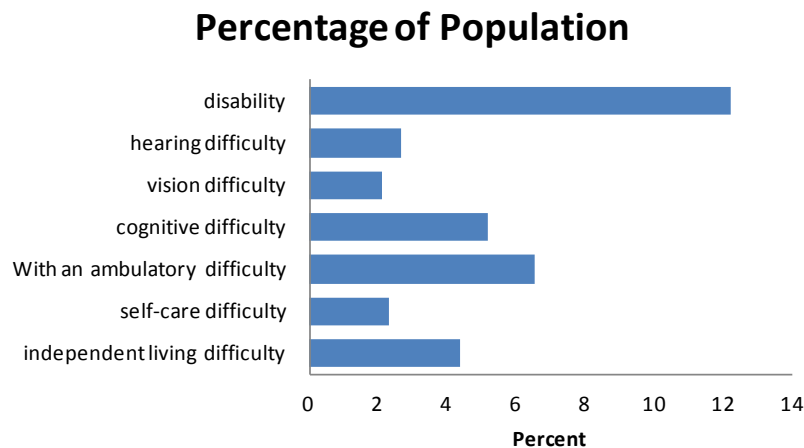
## Limited English Proficiency

According to the 2006-2010 American Community Survey 5-Year Estimates, 5.9% (326,142) of Missouri's population aged five and over spoke a language other than English at home. The five most common non-English languages spoken in Missouri homes were *Spanish or Spanish Creole* (2.7%), *German* (0.4), *Chinese* (0.3), *French including Patois and Cajun* (0.3) and *Vietnamese* (0.2). In addition, 2.24% of Missouri's population speaks English *Less Than Very Well*.



## Individuals with Disabilities

According to the American Community Survey 2008-2010 estimates, 12%, or 444,514 Missourians, had a disability. Ambulatory difficulty was the most prevalent disability type at 6.5% of the state population. About 5.2% of the population had a cognitive difficulty, followed by 4.4% had an independent living difficulty.



4. *Based on the assessments above, an analysis of the skill and education gaps for all individuals within the state, particularly for those individuals targeted by the programs included in the Operational Workforce Plan.*

The recession and prolonged recovery displaced a large number of workers and made it difficult for young job seekers entering the labor force as fewer openings, and delayed retirements, increased job competition. This has been true for the nation as a whole and for Missouri as well. Employers through this difficult economy have looked for ways to increase worker productivity to keep cost down and the business doors open. This need for higher productivity is not new but did accelerate through the recession and, consequently, means that employers will increasingly demand higher levels of basic and specialized skills as hiring activity continues to pick up.

Analysis of the skills and education gaps that employers have identified is an important step in determining what training issues need to be addressed. National business surveys point to skills gaps that have negatively impacted the economy, such as a 2011 manufacturing survey that indicated 74% of respondents had workforce shortages or skills deficiencies in skill production jobs, even with a large number of unemployed manufacturing workers available for hire<sup>i</sup>. At the state level, MERIC has developed target industry competency models, conducted business surveys, and recently acquired a real-time labor market skills demand tool that provides valuable insight into the needs of Missouri employers.

MERIC conducted Industry Competency Model analysis for many of the state's targeted industry sectors, such as Energy, Information Technology, Transportation, and Life Sciences. In doing so, the reports revealed that workers will need to enhance their existing skills sets to meet the demands of new and evolving technologies used in these growing industry sectors, and employers seek a good skill mix of both technical and soft skills in their workers. Interdisciplinary knowledge is a key ingredient to success, especially in high-tech sectors. Proficiency in rules and regulations was also rated as highly important and necessary for work in today's complex business environment.

The Industry Competency Model reports also highlighted issues related to the overall aging of the workforce. The imminent retirement of a large segment of workers across the targeted sectors could result in a shortage of this specialized labor pool. The ability to produce a sustainable pipeline of skilled workers will be important for the success of these sectors and the economy as a whole.

Two employer surveys in 2011 asked Missouri businesses questions about workforce training needs. One report, *Cheetahs Continue: Lessons on How to Survive and Thrive from Missouri's Fastest Growing Businesses*<sup>ii</sup>, asked what short-term training firms would send workers to benefit the business and 34% said industry-specific skills training followed closely by Professional Fundamentals (30%), and Customer Service (19%). While industry-specific skills are number one, employers indicated that basic skills are highly valued.

MERIC worked with the St. Louis Community College in 2011 to survey businesses in the state's largest regional economy about workforce needs. In the *State of the St. Louis Workforce Report*,<sup>iii</sup> surveyed employers indicated that the second largest challenge to continued growth, after 'Government Regulations', was the 'Availability of Qualified Labor.' Employers indicated that finding workers, even with college degrees, with adequate basic skills was a challenge. New college graduates often had adequate technical expertise but lacked basic personal effectiveness competencies such as work ethic, discipline, critical thinking or interpersonal skills.

Missouri employers indicate through job advertisements the basic and specialized skills needed to be successful in their business. While these needed skills do not necessarily point to gaps, it does provide a snapshot of skill demand and reinforces some of findings from earlier surveys and competency model analysis. MERIC researchers analyzed over 380,000 online job advertisements from June 2011 to May 2012, using a tool from Burning Glass Technologies, to determine what skills were in greatest demand over the year.

When considering all occupations, common skills are listed the most in job advertisements and show that basic business fundamentals, communication, and problem solving skills are the most cited. Process flow and languages round out the top five common skills.

Analysis of specific occupational clusters shows more targeted skill needs in jobs related to healthcare, information technology, finance, engineering and manufacturing. Many of these occupational clusters relate to the industries Missouri has targeted for economic growth.

### Top Missouri Real-Time Labor Demand Skills

Top COMMON SKILLS Needed	Rank
Business Environment Skills	1
Communication And Coordination Skills	2
Problem Solving Skills	3
Project and Process Flow Skills	4
Language Skills	5

HEALTHCARE	
Top Specific Skills Needed	Rank
Basic and Advanced Patient Care	1
Medical Specialties	2
Health Therapy	3
Health Informatics	4
Mental/Behavioral Health Skills	5

INFORMATION TECHNOLOGY	
Top Specific Skills Needed	Rank
Network Administration and Security	1
Programming, Development, and Engineering	2
Databases and Data Warehousing	3
Business Intelligence	4
Operating Systems	5

FINANCE	
Top Specific Skills Needed	Rank
Accounting, Bookkeeping, and Tax Preparation	1
Basic Financial Transactions	2
Financial Compliance and Risk Management	3
Financial Analysis	4
Financial Operations	5

ENGINEERING	
Top Specific Skills Needed	Rank
Electrical and Electronic Engineering	1
Engineer Drafting	2
Mechanical Engineering	3
Civil Engineering	4
Chemical Engineering	5

MANUFACTURING PRODUCTION	
Top Specific Skills Needed	Rank
Inspection	1
Mathematics	2
Machine Operation	3
Packaging	4
Computer Numerical Control (CNC)	5

Source: Burning Glass Technologies



5. *An analysis of the challenges associated with the state's population attaining the education, skills, and training needed to obtain employment.*

Many jobs in an economy are entry-level in nature, such as Retail Salespeople and Food Service workers, that require little technical training but do require good basic skills. Many businesses need these workers, as is indicated in the job openings data, and realize that many of these occupations face high turnover rates largely due to lower wages. While these lower-skilled jobs are plentiful and offer an opportunity for the challenged job seekers, employers still expect applicants to have common business skills of professionalism, communication, and problem-solving abilities.

Basic skills cover a broad range of topics, such as reading and writing, applied math, logic flows, information gathering, ethics, etc., and mainly relate to the educational efforts of primary and secondary schools, institutions of higher learning, and workforce training programs. From the workers standpoint, many of these skills are gained, it is to be hoped, through education and early work opportunities as a younger person. However, evidence from skills gap analysis suggests this is still a challenge. Partnerships by educators, businesses, and workforce and economic developers should continue to focus efforts on this issue as these basic skills form the foundation for successful, occupation-specific training to follow.

Specific occupational skills are learned through longer-term employment in an industry which provides training or through the more formal education of apprenticeships, community colleges, or four-year universities. Attaining these skills, outside of business experience and training, presents some challenges to job seekers, particularly those who have been unemployed for a long time, and to educational institutions. Job seekers need affordable, flexible training alternatives, especially if the person needs to work while gaining new skills. Education providers work to keep up with industry trends and technology while also needing to adapt to new, cost-effective learning methods. As with basic skill development, stakeholders in a healthy, growing economy must also partner to meet the needs of both workers and business.

Missouri's opportunities for long-term economic growth will increasingly depend on a well educated, flexible workforce that responds quickly to changing business needs. Targeted efforts to prepare workers start at a young age, are honed through higher education and work experience, and are sustained by a culture and ability to embrace life-long learning. Taking bold, and sometimes difficult, steps to equip Missouri's workforce for success will be one of the strongest economic development tools a state can have in retaining and attracting the industries of the future.

6. *A discussion of the ability of the State Operational Workforce Plan programs to meet the skill needs of employers in the state and close any skill gaps.*

The operational plan for workforce investment is designed specifically to address the skills needs and skills gap within the workforce. As stated previously, MERIC identified that in one national study, as much as 74% of the manufacturing employers have skills deficiencies in skilled production jobs.

Through competency model research and employer surveys, we know that a large majority (34%) want to send their employees to industry-specific, short-term training. However, up to

30% of employers indicated that professional fundamental skills are in high demand, as well as 19% of employers citing the need for Customer Service training.

Through analysis Missouri has concluded that the operational plan and special considerations for programs within the broader services are aiming to close the skills gaps around fundamentals such as communication, problem solving, and process flow. Further, the priorities have been refined enough to cite the needs for occupational clusters; having more targeted skills needs in the fields of: health care; information technology; finance; engineering and manufacturing.

### **C. State Strategies**

*The Workforce Plan must describe the key strategies the state intends to implement, based on its economic analysis, to achieve the governor's vision and goals.*

1. *Cross-Program Strategies: The plan must discuss integrated cross-program strategies for specific populations and sub-populations identified in the state's economic analysis, strategies for meeting the workforce needs of the state's employers, and regional and sector strategies tailored to the state's economy.*

Governor Nixon believes that to compete in the 21<sup>st</sup> century economy we must “encourage entrepreneurship and small-business growth; enhance our workforce; and embrace emerging science and technology as critical industries of tomorrow.” With this vision in mind, Governor Nixon launched the *Strategic Initiative for Economic Growth* to set out clear goals and strategies for moving Missouri's economy forward over the next five years. The Initiative, led by a 41-member strategic steering committee, engaged representatives from the business, labor, higher education, and economic/workforce development community. The final report outlined seven target industries and eight strategies designed to provide effective and efficient tools to make Missouri's economy more competitive. The target industries include businesses in the following sectors:

- Advanced Manufacturing
- Energy Solutions
- Biosciences
- Health Sciences & Services
- Information Technology
- Financial & Professional Services
- Transportation & Logistics

Eight strategies were developed, along with specific action items, to accomplish the larger goals established by Governor Nixon. Those strategies, which are in no particular order, are:

- Support local developers in the retention and expansion of existing businesses and employers.
- Attract, develop, and retain a workforce with the education and skills to succeed in a 21<sup>st</sup>-Century economy.

- Optimize tax, incentive, and regulatory policies to best support the growth of high-value target sectors.
- Develop a culture that encourages small and minority business development and entrepreneurship.
- Invest in technology and innovation to attract, launch, and sustain the growth companies of the future.
- Develop a best-in-class foreign trade initiative.
- Aggressively market the state to domestic and select international audiences.
- Provide the infrastructure necessary for companies and communities to be successful.

Some action items as a result of the Strategic Initiative for Economic Growth in meeting these eight strategies include:

- Targeting specific clusters of industries to build a stronger economic climate for the future.
- A *Training for Tomorrow* initiative focused on the potential in middle-skill education and training for Missouri's economic recovery efforts, providing the state's in-demand industries with a supply of middle-skill workers.
- Investing in programs such as *Training for Tomorrow*, *Innovation Campuses*, *MoHealthWINs*, and *Caring for Missourians*, to educate students at Missouri community colleges and four-year institutions for high-demand careers.
- Preparing workers for the emerging sectors that require more experience and training within the Science, Technology, Engineering, and Mathematics fields.
- More emphasis on workforce training and education, based on industry needs, to stay competitive.
- Recognizing that Missouri's community colleges provide specialized courses in different disciplines in a relatively shorter time frame than the traditional four-year college or university and are thus able to fulfill some labor market demands faster.
- Continue efforts to develop affordable, flexible, and credential-based training for adult workers and businesses to support a culture of life-long learning.
- Promote innovative, flexible education methods that provide substantive skills training.
- Continue focus on strengthening the primary and secondary education system to include the adoption of best practices for learning, strong science, math, and technology curriculums, and further introduction of soft skill, business, and financial awareness into the learning process.

### **Targeting Industries to Build a Strong Economy**

Seven target industries, representing over 37% of the private sector companies, are vital to Missouri's long-term economic growth. Health Care Sciences and Services is the largest and fastest growing cluster over the last five years, with 8.3% employment growth and nearly 11.5% in wage growth from 2006-2011. Information Technology experienced the second highest employment growth over the last five years (7.9%) and the highest growth in firms (9.9%) and wages (17.9%) between 2006 and 2011. Finance and Professional Services, the second largest industry target, also grew employment by 3.3% over the five year period with nearly half of the gains occurring since 2010. Finance and Professional Services also had the second highest gain in wages (16.1%) between 2006 and 2011.

Many industries are starting to see improvement in job opportunities as recessionary effects diminish. Six out of seven target industries had employment growth from 2010-2011. The

	Advanced Manufacturing	Biosciences	Energy Solutions	Finance and Professional Services	Health Care Science and Services	Information Technology	Logistics	All Target Industries Combined*
Employment	168,272	50,599	114,497	221,179	407,618	96,082	192,873	1,007,762
Employment Change 2010-2011	3.09%	0.30%	2.37%	1.67%	2.36%	3.01%	-0.06%	1.66%
Number of Firms	7,704	3,458	6,831	23,187	18,236	9,190	19,105	62,039
Annual Wages	\$64,147	\$58,752	\$58,920	\$61,603	\$55,498	\$66,329	\$51,766	\$55,479

Source: BLS Private Sector Employment 2011, 2nd Quarter

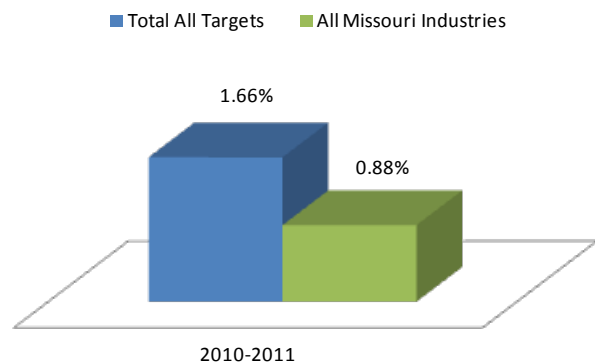
\* Crossover industries are included across multiple Target Industry definitions, the sum of the individual Target Industries will not equal the total.

Advanced Manufacturing sector rebounded from the recession with an over-the-year gain of 3.1%. Likewise, Energy Solutions and Biosciences sectors which have struggled over the last five years are now expanding their hiring.

### Target Industries Demand and Reward Skilled Workers

This growth is leading to an increased demand for middle-to-higher skilled workers. Analysis of education and experience levels typically required by all occupations in the target industries are more heavily weighted towards middle to high skills compared with all occupations in Missouri.

### Target Industry Growth 2010-2011



### Targeting Skills

It is critical that Missouri provide both existing and prospective employers with a qualified and skilled workforce. The Governor's vision for the State of Missouri's economic and workforce development system is to drive job growth through support of small and existing businesses and by training Missouri's workforce. Missouri's economic development policy goals include: (a) incentivize existing businesses that are considering expansion, (b) attract and grow high-tech firms to Missouri, and (c) expanding the capacity of Missouri's education pipeline to meet the needs of the state's in-demand industries.

Missouri's capacity to create new jobs in targeted industries and to develop a critical mass of talent to fill those jobs will depend largely on the state's ability to grow and nurture Science, Technology, Engineering, and Mathematics (STEM) competencies. Four strategic challenges have been identified that are central to improving STEM jobs in Missouri; (1) Improve all students' performance from pre-kindergarten through graduate education, (2) Expand the pool of students motivated to pursuing science, technology, engineering, and mathematical occupations, (3) Expand the pool of Missouri's teachers who focus on these STEM skills areas, and (4) Increase the public awareness of the importance of STEM skills industries and jobs in enhancing Missouri's competitiveness and innovation.



STEM occupations are drivers of innovation and are therefore critical to growing an economy. In addition, STEM jobs offer higher wages and more employment security for the workers trained in these fields. All of Missouri's top ten long-term growth STEM occupations, except Computer Support Specialists, typically require a Bachelor's degree (see table on next page), but there are many middle-skilled STEM jobs that offer opportunities for employment with an Associate's degrees (Computer Support Specialist, Mapping Technicians, Engineering Technicians, etc.).

Many of the STEM occupations are in the Information Technology field which is apparent in the list of top ten growth jobs. These workers not only find employment with Information Technology businesses but are also in high demand across industries such as healthcare, business, transportation, and manufacturing. Information Technology professionals are drivers of innovation regardless of the industry in which they are employed.

### Top Ten Long-Term STEM Occupation Projections by Growth Openings

Occupation	2010 Employment	2020 Projected Employment	Growth Openings
Accountants and Auditors	29,873	34,054	4,181
Network and Computer Systems Administrators	8,814	10,444	1,630
Computer Support Specialists	14,861	16,152	1,291
Computer Systems Analysts	13,033	14,270	1,237
Software Developers, Applications	12,285	13,521	1,236
Software Developers, Systems Software	4,595	5,697	1,102
Business Operations Specialists, All Other	14,944	15,719	775
Database Administrators	3,240	3,848	608
Civil Engineers	4,629	5,187	558
Info. Security Analysts, Web Developers, and Network Architects	5,598	6,114	516

Source; MERIC Employment Projections

2. *Partnerships: The plan must include a discussion of key strategic partnerships that are necessary to successfully implement the strategies, specify roles of specific state entities and programs, and discuss how the strategies will meet the needs of employers and of each sub-population. (WIA Sections 111(d)(2), 112(b)(8), W-P Section 8(c).)*

Missouri, like all states, faces challenges in preparing its workforce for the future economy. Policy leaders recognize that all stakeholders in Missouri's economy must come together to face those challenges successfully. Missouri's key strategic partnerships involve education institutions, workforce trainers, economic developers, and businesses that continue to implement many of the strategic initiatives for economic growth. A few examples of these partnerships include:

- *Missouri Innovation Campus Program:* This program is designed to link Missouri companies to Missouri high school students by accelerating training, lowering tuition costs, and offering on the job experience with an opportunity for future employment. Students are trained in STEM occupations related to high growth targeted industries. The program is funded in partnership with Community Development Block Grant Funds, Neighborhood Assistance Program credits, local businesses and communities.

- *Missouri Connections:* This website gives students and job seekers a wealth of career planning information. This public outreach project partners efforts by DWD, DESE, DHE and the Missouri Chamber of Commerce to provide valuable planning information.
- *Missouri Target Industry Web Portals:* Economic development websites devoted to attracting and expanding target industries to Missouri. Sites describe businesses in the targeted sectors, the skilled workforce available, and incentive information. Websites are provided by the DED and receive valuable insight from target industry councils of business professionals.
- *MoHealthWINS:* This effort partners Missouri's public community colleges with DWD and local workforce boards to train job seekers in critical health care occupations such as nursing and health informatics. Efforts include the enhancement of training based on real-time labor market demand analysis and the development of common course definitions and measures to ease the transfer of students across institutions.
- *Workforce Data Quality Initiative:* The goal of this initiative is to develop a longitudinal workforce data system that links vital datasets in the state, such as education records, to workforce data to better track and measure training outcomes and allow for advance workforce research. Partners in this effort include DWD, DESE, DHE, MERIC, and the University of Missouri.
- *Certified Work Ready Communities:* In early 2012, Missouri was chosen by ACT to be one of the first four states in the United States to implement the Certified Work Ready Communities (CWRC) initiative. This initiative links workforce development to education. It aligns the economic-development needs of the state, regions, and communities. It also matches individuals to jobs based on skill levels, as measured by WorkKeys assessments/National Career Readiness Certificate (NCRC). The CWRC initiative will help strengthen and grow Missouri businesses. It will close skill gaps one community at a time by qualifying the local workforce through career-readiness certifications and WorkKeys assessments. CWRC will help job seekers know and prove their skills to employers as qualified candidates. Additionally, the NCRC supports skill building and portable credentials necessary for the career pathways of both job seekers and students. DWD has partnered with MDHE, the Missouri Chamber of Commerce, the Associated Industries of Missouri (AIM; Missouri's National Association of Manufacturing affiliate), DED, Missouri's community colleges, the state's 14 WIBs, and MoWIB to sustain this CWRC initiative.
- *Missouri's OJT Initiative:* Missouri's statewide On-the-Job Training Initiative is a partnership with local WIBs to improve job opportunities for individuals, specifically unemployed workers and veterans. By pooling different funding sources, including a National Emergency Grant and WIA 25% funds, Missouri is aggressively using OJT as a primary tool to place individuals into jobs more quickly. The OJT Initiative is led by a Statewide Coordinator to ensure standardized practices, a uniform message, and is supported by designated local OJT Coordinators who have key partnerships with employers.
- *Show-Me Heroes:* This initiative of Governor Jay Nixon provides increased employment opportunities to Missouri's veterans and members of its National Guard and Reserve forces. It showcases those employers who have pledged to provide special consideration to veterans for their hiring needs. Established in early 2010, as a partnership between the Missouri National Guard and DWD. Show-Me Heroes connects Missouri's job-seeking veterans with these supporting employers at [www.ShowMeHeroes.mo.gov](http://www.ShowMeHeroes.mo.gov). The program has been a win-win for veterans and employers alike, helping these men and women find good jobs while providing Missouri businesses with great candidates for employment.

Show-Me Heroes capitalizes on innovative partnerships to meet the needs of employers and Missouri's veteran population. DWD's veterans staff supports the Missouri Career Centers and the Show-Me Heroes program by leveraging formal and informal relationships at both the state and local levels. Show-Me Heroes has partnered with the St. Louis Agency on Training and Employment (SLATE) and other local WIBs throughout the state to bring a series of programs and workshops to areas where they are needed most. The Show-Me Heroes "Industry Series" forums bring together panels of hiring experts to answer job seekers' questions across a variety of industries. The Show-Me Heroes "Work-Ready Employment Assistance Program" focuses on crucial elements of today's job search for the military veteran. DWD's veterans staff also conducts presentations to deploying National Guard & Reserve units, highlighting details of the Show-Me Heroes program and the advantages of using the no-cost resources available at each of the Missouri Career Centers. Show-Me Heroes collaborates with a long list of like-minded organizations. Close coordination with Employer Support of the Guard & Reserve (ESGR), in support of their key initiatives throughout the state, has proven beneficial at many levels. Veterans interested in pursuing a teaching career are referred to the DESE's "Troops to Teachers" program. DWD has veterans staff positioned at several Department of Veterans Affairs hospitals throughout the state. The DWD veterans staff also coordinates with the Missouri Veterans Commission to ensure their Veterans Service Officers regularly visit the Missouri Career Centers to assist veterans with claims. Recent legislation has expanded and strengthened Show-Me Heroes, adding an On-the-Job Training component to the program.

3. *Leveraging Resources: The plan must discuss how the state will coordinate discretionary and formula-based investments across programs and in support of the governor's vision. The state's planned commitment of Federal and non-Federal funds to these investments must be included. The plan must also describe how the state will use program funds to leverage other Federal, state, local, and private resources, in order to effectively and efficiently provide services. (WIA Section 112(b)(10).)*

One of the driving forces behind implementing NGCC was the opportunity in maximizing resources so that WIA Title 1 funds could be leveraged with other resources in a seamless integration of partner agencies. Cost-sharing agreements have been completed so more partners are contributing to leveraging resources and participating as full one-stop center partners. In turn, this will allow an expansion of products and services to create a broader menu in attracting a more universal population of customers, both job seekers and employers. Rather than imposing state policies to promote efficient use of administration, the Division established the framework to assist the local workforce investment boards, the chief elected officials, and their administrative staffs to join the state in a new program design model (Next Generation Career Center: NGCC). The NGCC model was designed to improve customer service while reducing the cost of administration and other costs not directly related to participant services and training so that more funds utilized for training and direct client service costs. The Division encouraged each region to re-examine the service delivery model with the idea of moving more staff into full-service career center sites and adopting a team approach to delivering services. While not every region took exactly the same approach to implementation of this concept, all the regions increased the percentage of the WIA-funded staffs that are located in Career Centers and are adopting at least the minimum elements of the NGCC model. The Division worked individually with representatives of each region and

negotiated cost sharing agreements for each NGCC location that will reduce the overall cost by eliminating the duplication of processes in operation of the career centers. The Division required regions that wanted to opt out of the NGCC model to justify their decision in terms of efficiency and cost savings which ultimately lead to full participation in the model program. In addition, the Division included participation in NGCC as part of the incentive award criteria which provided additional motivation to the Regions to participate in the NGCC model. The model provides for a jointly funded leader for all staff in the career center which will allow for elimination of the duplication of management in the WIB run and state run programs. In addition, the state has encouraged local career centers to share costs on support items, like copiers, supplies, etc., for more cost savings.

The NGCC Framework and Alignment Team (FAT), is tasked with working with the state facilities management staff to maximize space utilization and service delivery throughout the state.

In addition to the NGCC cost-sharing model for leveraging resources, Missouri also partners with various workforce/education system entities that maximize resources through collaboration, as discussed in the Governor's Vision:

- MoHealthWINs—\$20 million
- NCRC—\$400,000
- DNR-Energy Division (green jobs)—\$6 million
- Missouri Employment & Training Program—\$1.6 million
- Reemployment & Eligibility Assessment (REA)—\$400,000
- Emergency Unemployment Compensation & Eligibility Assessment (EUC REA)—\$2.2 million
- WorkReady Missouri—\$100,000
- Missouri Reentry Process—In-kind contribution of staff time
- State Parks Youth Corps—\$2,320,623
- Children in Nature Challenge—In-kind contribution of staff time

*4. Policy Alignment: The plan must discuss how the state will align policies, operations, administrative systems, and other procedures to assure coordination and avoid duplication of workforce programs and activities outlined in WIA Section 121(b). (WIA Sections 111(d)(2)(A), 112(b)(8)(A), 121(b), 20 CFR 661.205(b)(1).*

Missouri's unique implementation strategies for workforce development ensure policy alignment to prevent duplication of services in two significant ways. The Next Generation Career Center service model creates basic outreach and marketing, customer registration, initial assessment and referral to the appropriate services in the same manner for all persons. There is no duplication of services when service source distinction (the program "silo") is removed from the provision of services. Secondly, the State Workforce Board (MoWIB) provides policy alignment by providing representation of various State Agency heads and the review and approval by MoWIB of key policies for service delivery.



#### **D. Desired Outcomes and Quantitative Targets for the Workforce Investment System:**

*The Integrated Workforce Plan must describe and provide specific quantitative targets for the desired outcomes and results for the programs included in the plan. Table 1 may be used for WIA/W-P programs. The plan should also describe any additional established indicators and system measures, beyond those required by programs' authorizing statutes. (WIA Sections 112(b)(3), 136(b)(1)(A)(ii), (b)(2)(C), 20 CFR 666.110, 666.120(g), 666.300.)*

*In addition to the state's program performance goals, the state may also discuss the other goals it intends to achieve. Does the state examine broader economic and social indicators? For example, is the state attempting to increase the percentage of workers employed in family wage jobs; increase earnings to support a better quality of life; increase the number of employers with job opportunities; or increase high school and college graduation rates as metrics? In sum, the state should describe its desired results for the state workforce investment system and the metrics it is using to measure those results.*

The Division adopted the outcome measures reporting option provided by the Common Measures TEGL in 17-05, February 2006. The State will continue operations using this system for its primary outcome metrics during the next planning period.

Missouri will also keep monthly, aggregated quarterly, and annualized outcome metrics for its own internal management needs. These will include:

- Participants In-/Completed Training;
- Participants completing initial assessment;
- Participants completing initial assessment within four weeks;
- Participants completing a workshop;
- Participants completing one of four primary product "box" offerings;
- Participants returning for services post exit;
- Training-Related Employment;
- Participants as Unemployment Insurance Claimants;
- Degree or Credential attainment, for Adult and all Youth program participants;
- Participants completing any WorkKeys© assessment and their resulting test levels;
- Participants completing a National Career Readiness Certificate and their resulting test levels; and
- Summer Youth Employment Program

Missouri uses a second web-enabled product called MoPerforms through a contract with FutureWork Systems, Inc. MoPerforms effectively replicates the entire Workforce Information Act Standardized Record Data (WIASRD) and permits not only the reporting of the internal management data recommendations shown above, but participants will also be linked between participation, their labor force outcomes and their demographic background.

## Statewide Performance Goals

The State of Missouri's Workforce Investment Act/Wagner-Peyser Act performance goals are approved as an extension of the prior year's performance goals—Program Year (PY) 2011—into PY 2012 commencing with July 1, 2012.

Statewide Performance goals have been identified as Performance Targets for PY 2012 and were submitted to DOLETA on August 15, 2012. These goals have been revised, and those revisions are included herein as Attachment 6. These revised goals were posted for public comment and were submitted to DOLETA on September 17, 2012, along with those comments received. Beginning in July 2012, local WIBs proposed their local targets to DWD and negotiation are being finalized with each region. Once local targets are negotiated, those goals will be accumulated into the proposed statewide targets.

During the same period, JobStat staff will be using additional MoPerforms resources to apply trend lines to performance history from PY 2009, PY 2010, and PY 2011 to analyze proposed targets. Another series of analyses will include a review of specific demographics within DOLETA's regression model that most significantly affect Missouri's performance. DWD will filter those demographics from a more recent dataset (via MoPerforms) to determine any relevant affect on the ability to achieve these targets. Once this analysis is accumulated, an accurate set of achievable goals will be prepared for presentation to the DOLETA Regional Office.

Thereafter, those proposed Statewide Performance goals will undergo any necessary adjustment based on a performance negotiation process held between DOLETA and DWD. That performance-negotiation process will be completed no later than December 31, 2012. When PY 2012 goals are fully negotiated and agreed upon between the State of Missouri and DOLETA (by December 31, 2012), they will be retroactive to July 1, 2012, for the State. Any adjustments made during this final process may necessitate some modifications with each local workforce region.

<sup>i</sup> Boiling point? The skills gap in U.S. manufacturing. Deloitte Consulting and the Manufacturing Institute, 2011. Complete report at [www.themanufacturinginstitute.org](http://www.themanufacturinginstitute.org)

<sup>ii</sup> Full report at [www.missourieconomy.org/pdfs/cheetahs\\_continued\\_2011.pdf](http://www.missourieconomy.org/pdfs/cheetahs_continued_2011.pdf)

<sup>iii</sup> Full report at [www.missourieconomy.org/pdfs/2011\\_sostl.pdf](http://www.missourieconomy.org/pdfs/2011_sostl.pdf)

**State of Missouri**  
**Workforce Integrated Plan**  
**Program Years 2012 -2016**

**Section II: State Operational Plan**

**A. Overview of the Workforce System**

**1. Organization**

*The overview must describe organization and delivery systems at the state and local levels for the programs covered in the plan, particularly how this organization effectively supports the coordination and alignment of the state's workforce programs and supports integrated service delivery. The overview must include a description of the key state administrative personnel of the programs described earlier in the Integrated Workforce Plan, and the organizational structure and membership roster of SWIB members and their organizational affiliation.*

The Missouri Workforce Investment Board (MoWIB) is organized in accordance with Section 111 (a) – (c) of the Workforce Investment Act and Missouri Revised Statutes, Chapter 620.511–513. The state's workforce board transitioned into a business led model in 2007 due to legislative action. In addition to those members representing private sector businesses, the board includes academic leadership, labor representation, youth and adult workforce investment providers, members from each legislative chamber, local elected officials and state agency directors.

MoWIB meets quarterly. It currently has 36 members with 19 representing business. MoWIB members (**Attachment 1**) are appointed by the Governor with advice and consent of the Senate. The Governor's Office, Boards and Commissions, ensures applicants meet all procedural requirements for appointments. Each applicant completes a gubernatorial appointment application and must receive background clearance from both the executive and legislative branches of state government.

MoWIB has an Executive Committee consisting of the chair, vice chair, department directors, standing-committee chairs and two members-at-large.

Eight state agencies play a direct role in the workforce development system. The directors of these agencies (with the exceptions of the Office of Administration and the Department of Corrections [DOC]) hold membership on the state board. The agencies include:

- *Department of Economic Development (Division of Workforce Development).* The Department of Economic Development (DED) administers services and programs designed to enhance Missouri's economic growth. DED receives WIA and Wagner-Peyser workforce/labor exchange funding which is then allocated and disbursed to local regions by the department's Division of Workforce Development (DWD). DWD provides statewide management of Missouri's one-stop workforce system through programmatic and financial direction. The Missouri Economic Research and Information Center (MERIC), which serves as the state's labor-market information research and data-collection center, is also located within DED.
- *Department of Labor and Industrial Relations (Division of Employment Security).* The Department of Labor and Industrial Relations (DOLIR) advocates claims for, and provides payment of, unemployment insurance benefits through the department's Division of Employment Security (DES).
- *Department of Higher Education (Academic Affairs Group).* The Department of Higher Education's (DHE) Academic Affairs group ensures coordination of college training curricula among post-secondary academic institutions.

- *Department of Elementary and Secondary Education (Office of Adult Learning and Rehabilitation Services, Vocational Rehabilitation Section; and the Office of College and Career Readiness, Career Education Section).* The Department of Elementary and Secondary Education (DESE) administers workforce activities, primarily through its sections for Career Education (CE) and Vocational Rehabilitation (VR). CE administers statewide adult-education services, including adult education and literacy, high-school equivalency testing, and job training. VR provides specialized services to individuals with disabilities to help them achieve employment and independence.
- *Department of Social Services (Family Support Division).* The Department of Social Services provides case-management services and wage supplementation for Career Assistance Program participants and Temporary Assistance for Needy Families (TANF) recipients through the Family Support Division (FSD).
- *Department of Corrections (Reentry, Restorative Justice, and Women's Programs Unit).* The Department of Corrections (DOC), through the Missouri Reentry Process (MRP), provides supportive services, including training and employment guidance, to ex-offenders reentering the workforce after incarceration. MRP consolidates several reentry programs and is administered by the department's Reentry, Restorative Justice, and Women's Programs Unit.
- *Department of Health and Senior Services (Division of Senior & Disability Services).* The Department of Health and Senior Services facilitates the Senior Community Service Employment Program (SCSEP) which offers training and job-placement services to low-income Americans aged 55 or older.
- *Office of Administration (Division of Facilities Management, Design and Construction).* The Office of Administration (OA) is the state's service and administrative-control agency. Many of the Missouri Career Centers are managed and leased by OA's Division of Facilities Management, Design, and Construction.

A key component for Missouri workforce system excellence is successful collaboration between the workforce and education agencies. DESE's Division of Career Education has a long history of close collaborations on the education pipeline and its workforce-development needs. The most significant of these is the collaboration involved in jointly developing plans and application for funds through the WIA Section 503 Incentive Grant awards. An innovative and direct example of this work has been exemplified during this program year in the redesign and re-creation of the Eligible Training Provider (ETP) listing. This included a significant revamping of the ETP website, reengineering how the approval process works, and building easily accessible forms and reporting tools into the provider-application process. As a result, the new ETP web application is integrated into the new *jobs.mo.gov* website and is indicative of the continually improving processes resulting from collaboration among the education and workforce agencies.

**Attachment 2** provides the state-governance structure of the workforce-investment system in Missouri.

The MoWIB membership involves the small-business community, as well as representatives from the high-growth and critical sectors of energy, technology, and life-sciences, to ensure that their perspectives are included in workforce policies. Three community or technical college systems have representation. MoWIB sets workforce policy for Missouri's local workforce areas and strengthens ties among state workforce, education, and economic-development agencies. MoWIB advises Missouri's workforce partners in implementing innovative strategies to ensure a prepared workforce for the new economy.

On May 21, 2010, at the Kauffman Foundation in Kansas City, Governor Jay Nixon launched a strategic-planning process to "make a comprehensive assessment of Missouri's strengths, assets, and opportunities for growth, and make sure we are investing our resources in industries poised for growth." The process will

develop strategies and tactics to transform Missouri's economy for the 21st Century. The *Final Report of the Strategic Initiative for Economic Growth* (SIEG), released in April 2011, includes eight strategic objectives to provide effective and efficient tools to make Missouri's economy more competitive.

Missouri will support its local developers in the retention and expansion of existing businesses and employers.

- Missouri will invest in technology and innovation to attract, launch, and sustain the growth companies of the future.
- Missouri will aggressively market the state to domestic and select international audiences.
- Missouri will attract, develop, and retain a workforce with the education and skills to succeed in a 21st-Century economy.
- Missouri will optimize its tax, incentive, and regulatory policies to best support the growth of high-value target sectors.
- Missouri will develop a best-in-class foreign trade initiative.
- Missouri will develop a culture that encourages small- and minority-business development and entrepreneurship.
- Missouri will provide the infrastructure necessary for companies and communities to be successful.

Also identified were seven targeted industry "clusters" believed to offer the best prospects for job-creation in the years to come. Over 600 business, labor, economic development and higher education leaders from across the state participated in the collective effort. MoWIB's staff, its chair, and some members attended one or more of the four Steering Committee meetings. Through the SIEG work, MoWIB will support the state initiative with its planning process. MoWIB already includes the seven target clusters in its Strategic Plan. They are: Advanced Manufacturing; Energy Solutions; Biosciences; Health Sciences and Services; Information Technology; Financial and Professional Services; and Transportation and Logistics. For additional information on the SIEG please go to: <http://www.ded.mo.gov/Strategic.aspx>

As previously described, the NGCC model has been implemented statewide at the local level. This creates a local service-delivery system predicated on identifying job-seeker skills through assessment and subsequently augmenting those skills to create matches with in-demand occupations. Extensive training on the model was provided to local career center staffs. DWD Regional Support Teams (RSTs), made up of state staff subject-matter experts, have been formed to make observations and provide technical assistance to local career center staffs. When those observations reveal areas needing improvement, technical assistance is provided to assure full implementation of the NGCC model. Local best practices are also gathered by the RSTs to share across the state workforce system. State, regional, and local embracement of the NGCC model assures the alignment of services across programs and career centers.

## **2. State Board**

*The State Operational Plan must describe how the SWIB effectively coordinates and aligns the resources and policies of all the programs included in the plan, and specifically, must include the following items related to the SWIB:*

- a. How the board collaborated in the development of the plan, and how it will collaborate in carrying out the functions described in WIA Section 111(d). [WIA Sections 111(a), (b), (d), 112(b)(1); 20 CFR 661.205.]*

MoWIB reviews each state plan or plan modification and recommends to the Governor for approval before posting for public comment and, ultimately, submitting to DOLETA. The MoWIB Strategic Plan provides a tool for development and continuous improvement of the one-stop delivery system and a mechanism to develop and improve Missouri's performance measures. With assistance from DESE, the board makes annual comments on those measures taken pursuant to the Carl D. Perkins Vocational and Technical Education Act. The Board also reviews DWD's Annual Report prior to submission to



DOLETA. MERIC is the state's employment statistics and data-collection resource and routinely reports to the Board on economic and labor-market trends and data.

MoWIB's Strategic Plan works in conjunction with DED's SIEG. MoWIB's chair and staff have been actively involved with the SIEG Workforce Implementation Team, which is chaired by MoWIB member Len Toenjes.

- b. How the SWIB member who represents Vocational Rehabilitation (VR) will effectively represent the interests, needs, and priorities of the VR program and how the employment needs of individuals with disabilities in the state will be addressed. (Only applicable to states which: (1) do not have the state VR agency director on its SWIB; or (2) in cases where the state uses an alternative entity as its SWIB, that entity does not provide for representative membership by individuals in these categories as required by WIA sec. 111(b), (WIA Sections 111(b)(1), 111(e), 112(b)(8)(A)(iii), W-P Section 8(b), Rehabilitation Act Section 101(a)(2)(B), 20 CFR 661.200(i)(3), 661.205(b)(1), 661.210(c).)*

VR is located within DESE. While the DESE Commissioner is a member of the State Board, the VR District Supervisor regularly communicates with DWD and the state board director and routinely attends state board meetings. In addition, MoWIB's executive director is a gubernatorial appointee to the State Rehabilitation Council (SRC). MoWIB's director is currently working to strengthen the relationship between VR and the state workforce system through regular attendance at SRC meetings wherein the director provides workforce updates and serves as chair of SRC's Programming Committee. The relationship between the workforce system and VR also will be strengthened through existing communication and outreach by VR to the local WIB directors.

### 3. Local Areas

*The State Operational Plan must also describe the WIA Title I local workforce investment areas in the state, including:*

- a. An identification of local workforce investment areas designated in the state, and the process used for designating local areas. (WIA Sections 111(d)(4), 112(b)(5), and 116(a), 20 CFR 661.205(d), 661.250-270)*

The State designated the current 14 local workforce investment regions in 1999 as required under WIA. A map of the designated local workforce investment areas is included as **Attachment 3** to this plan. The state does not anticipate any local area re-designations.

The local workforce investment regions were designated via a process that involved University-based research, analysis, careful deliberation, and extensive public-comment opportunities by state board members, partner agencies' staff, local workforce investment board members, and local elected officials. The research for these final designations included numerous meetings and conference calls over a 14-month period by state and local staff and consultants.

- b. The designation of intrastate regions and interstate regions, as defined in 20 CFR 661.290, and their corresponding performance measures. For interstate regions, describe the roles of the respective governors, and state and local workforce investment boards. (WIA Section 116(c)) States may also discuss other types of regional structures here.*

Currently, there are seven regional planning projects in the state: three in the Kansas City area, three in the metro-St. Louis area, and one in the Southwest Region of the state.

#### Kansas City Area

The Full Employment Council (FEC) is the one-stop operator and fiscal agent for two Missouri Local Workforce Investment Regions. Its East Jackson County Region serves Jackson County (exclusive of the

City of Kansas City, MO). Its Kansas City & Vicinity Region serves Cass, Clay, Platte, and Ray counties as well as the City of Kansas City, MO. FEC is involved in three major initiatives that are bi-state or involve multiple WIB regions.

- *Greater Kansas City Healthcare & Information Technology Careers Grant*

FEC's Greater Kansas City Healthcare & Information Technology (HIT) Careers Grant is a bi-state sector partnership of Kansas City area hospitals and nursing schools, long-term care institutions, small healthcare and healthcare information businesses, and the public workforce system. The three-year, \$5-million grant project is led by the FEC and includes the Kansas Workforce Partnership, the Metropolitan Healthcare Council (KCMHC), and the Greater Kansas City Chamber of Commerce. This project will develop a pipeline of credentialed healthcare workers to address talent-acquisition and development challenges in nursing, the long-term healthcare industry, and HIT. It focuses on current and emerging talent by providing training and placement services to help workers pursue careers in targeted industries: nursing, long-term healthcare, and HIT.

This project focuses on incumbent workers; unemployed, underemployed, dislocated, and laid-off workers; out-of-school disconnected youth; TANF recipients; food-stamp recipients; individuals on public assistance; Unemployment Insurance profilers; low-income, low-wage workers; and veterans. This partnership among hospitals, small businesses, and major employers in Kansas City who hire healthcare workers and training providers will create a training program that responds to the needs of employers. The bi-state target region comprises Clay, Platte, Cass, Ray, and Jackson counties in Missouri and Johnson, Leavenworth, and Wyandotte counties in Kansas. It includes two counties (Clay and Wyandotte) affected by automotive-related restructuring. The project will serve 1,800 participants. About 1,500 are expected to complete education and training, and 690 will be placed into training-related employment.

- *KC Jobs Accelerator*

In September 2011, the U.S. Department of Commerce's Economic Development Administration, the U.S. Department of Labor's Employment and Training Administration (DOLETA) and the Small Business Administration selected the Greater Kansas City Region to receive funds from the Jobs and Innovation Accelerator Challenge. The region received \$1.89 million for the KC Jobs Accelerator project. It will increase employment opportunities at the intersection of two industry clusters—advanced manufacturing and information technology—in the bi-state Greater Kansas City Region, encompassing nine counties in the states of Missouri and Kansas. FEC was awarded a \$1 million H-1B Technical Skills Training Grant by DOLETA for training and related employment activities.

The target populations served are the unemployed, underemployed, economically disadvantaged, dislocated workers, incumbent workers, veterans, populations that have been underserved (such as women, minorities, and older workers), and individuals in need of updated training in advanced manufacturing and information-technology industries. About 300 participants will be recruited and provided with skills assessment. Of these, about 200 will be provided with classroom occupational training or on-the-job training (OJT) and job development, with at least 160 completing training and 120 being placed.

FEC partners with a bi-state regional team. The Mid-America Regional Council (MARC) serves as the administrator. Project partners include: the University of Missouri–Kansas City Innovation Center; KCSOURCELINK; Kansas Workforce Partnership; three community college systems — Johnson County (KS) Community College, Metropolitan Community College (five campuses serving five Missouri counties) and Kansas City (KS) Community College; the Mid-America Manufacturing Technology Center; and KC SmartPort.

- Regional Workforce Intelligence Network (America Works Initiative, Wal-Mart Foundation)

FEC participates in the bi-state Regional Workforce Intelligence Network. This network of public workforce agencies and private-industry partners was developed as part of a two-year, \$500,000 America Works Initiative grant from the Wal-Mart Foundation. The grant, awarded to MARC, is designed to provide information to local agencies on existing and future jobs in the Kansas City region. It also addresses regional skill requirements, skill gaps, and training needs. These public agencies and private partners work with MARC to implement the key objectives identified in the *America Works* grant.

### St. Louis Area

The St. Louis area has three regional projects in effect.

- Graduate St. Louis

This is a multi-region program involving six community colleges in the St. Louis area, the St. Louis City WIB, the St. Charles County WIB, the Jefferson/Franklin counties WIB and the Mid-America WIB in Illinois. The goal is to help 2,500 clients who have some college to either complete a degree or obtain a certificate of completion in information technologies, green jobs, or healthcare.

- Medical Billing and Coding Project

St. Louis City and Madison County, IL, are working with Barnes Jewish Christian Hospital (BJCH) and St. Louis Community College on a medical billing and coding project. BJCH is paying all tuition for 24 participants in the program and BJCH will have first rights to interview and hire the clients in this program. All participants are recruited through the Missouri Career Centers. Classes will start in August 2012.

- OJT Project

St. Louis City and St. Louis County are working on an OJT project with Bio St. Louis, the St. Louis County Economic Development Agency, the St. Louis City Economic Development Agency, the Minority Business Supply Council of St. Louis, and the Center for Emerging Technology. This project assists bioscience companies in the St. Louis area with hiring dislocated workers. The goal is to provide 30 OJT's a year for three years.

## Southwest Region

The Southwest WIB in Missouri has joined Kansas' Southeast WIB, Oklahoma's Northeast WIB, and Arkansas' Northwest WIB in a multi-state regional project. Its five-year (2010–2015) performance targets are to:

- Create at least 4,000 primary new jobs with a multiplier effect of at least 6,596 total jobs, paying a sustainable wage rate;
- Generate direct payroll totaling about \$274 million annually from new or expanding businesses in targeted sectors;
- Increase new capital investments by \$300 million;
- Increase business output by more than \$916 million annually;
- Encourage 50 new business startups with innovative or tech-related concepts;
- Increase high-school graduation rates to 87% (and reduce present drop-out rate by 50%);
- Conduct 100 annual visits to support and grow existing businesses;
- Support 50 existing businesses per year with state and/or federal assistance; and
- Conduct four to six annual business prospective missions and trade events.

## **B. Operating Systems and Policies Supporting the State's Strategies**

*The State Operational Plan must describe:*

1. *State operating systems that support coordinated implementation of state strategies (e.g. labor market information systems, data systems, communication systems, etc.). (WIA Section 112(b)(8)(A))*

MoWIB's strategic plan addresses collaborative workforce improvement through:

- Initiation of an interagency effort to identify strengths, redundancies, and barriers between agencies, workforce boards, and other stakeholders through review of missions, policies, and procedures (Alignment, Strategy 1, Action 1);
- Identification and inventory of current public-funding streams to evaluate alternative strategies of fund utilization that increase efficiency and maximize return on workforce-development investment (Alignment, Strategy 1, Action 3);
- Review of the philosophies of partner agencies to ensure a common vision for the workforce-development system (Alignment, Strategy 2);
- Identification of best practices, quality programs, and innovative approaches that can be implemented across the state and increase collaboration and integration of workforce-development activities (Alignment, Strategy 3);
- Active engagement of industry stakeholders to determine training needs and to identify potential partnerships with training providers (Alignment, Strategy 4).

The Missouri Workforce Investment Board's full body and individual committees meet frequently to achieve the above goals and ultimately improve workforce collaboration and coordination.

The directors of six state agencies are members of the state board by virtue of their agency's role in the one-stop workforce system. The seven agency director members also serve as members of the state board's Executive Committee. It meets quarterly prior to each full board meeting and convenes as needed to discuss and vote on general board matters. Each agency director-member serves on either the Access or Alignment Strategic Planning Committees and contributes to the formulation and implementation of the MoWIB Strategic Plan.

MoWIB has established a local workforce investment board liaison to ensure an effective line of communication between the MoWIB and local boards. Board meetings are open to the public and local-board directors are encouraged to attend. MoWIB issues a newsletter that includes local-board news and accomplishments. MoWIB's executive director attends local board meetings when possible and monthly meetings between the DWD senior-staff members and local workforce investment board directors.

DWD develops and—through its partnership with the local workforce investment boards (WIBs)—prepares various workforce-development policies, waiver requests, and state plan modifications for state board consideration and approval. DWD allows workforce leaders to review and comment on an issuance's content, sparking collaborative discussions that foster consensus building. Once the state board approves a policy, waiver, or state plan modification, DWD communicates this to the entire workforce community in an issuance that is distributed electronically to the 14 local board chairs and their staff directors, as well as to partner-agency staffs. The issuance is also placed in an online Issuances Library. (The local WIB staff ensures that service providers are made aware of these issuances.)

“Toolbox” is the enterprise data-collection system that allows access by a number of partner agencies for coordinated implementation of state strategies.

DED uses the expertise of MERIC as the primary partner in delivery of labor-market information. MERIC regularly updates several economic indicators, such as: local employment dynamics and local-area unemployment statistics. MERIC supports industry through studies such as: employment and projections; industry and business in Missouri, industry clusters, and target industries. Many occupational studies are conducted around occupational data, career resources, and workforce studies.

## **2. *State policies that support the coordinated implementation of the state's strategies. (WIA Section 112(b)(8)(A))***

Missouri's Next Generation Career Center (NGCC) skill-based, integrated-service-delivery model is the mechanism designed to assure coordination of, and avoid duplication among, the various employment and training activities in Missouri's workforce-development system. This streamlining of administrative processes to maximize program efficiency was cited in DOLETA's Annual Program Guidance as an example of how to simplify the processes for customer intake, application completion, and case management. The guidance states that “Missouri's Next Generation Career Center initiative integrates service delivery for customers across a wide variety of workforce programs, including Trade Adjustment Assistance (TAA), WIA, and Wagner-Peyser programs.”

Implementation of the NGCC model required the development of several key policies to accomplish this integrated approach.

DWD Issuance 05-2009 outlines the Strategic Framework for Missouri's Next Generation of Career Centers. The framework principles are to:

- create a career-center service paradigm that values both skills and jobs.
- increase the number of career-center customers accessing skill development and training services.
- integrate services to serve customers better.
- make processes leaner and to streamline service delivery by removing bureaucratic barriers and waste.
- redesign and repurpose business/employer services.
- meet new performance expectations; success defined through new, quality-service metrics.

DWD Issuance 10-2009 conveyed the Division's WIA Adult, Dislocated Worker, and Youth follow-up services policy. This important policy helped staff to understand that traditional follow-up services for Adult and Dislocated Worker participants would not be mandatory for the thousands of individuals who received the Core-level WIA enrollments through the NGCC membership process. The policy states that



while a region must have follow-up services available to employed participants, federal regulations state that every adult and dislocated worker will not need or want these services. It is not a requirement that local staff provide follow-up services to participants placed in unsubsidized employment unless these services are requested. Therefore, verbal or written contact by staff with a participant or their employer merely to confirm that the participant is still employed is not necessary or appropriate unless supplemental employment information is needed for performance outcome documentation.

DWD Issuance 25-2009, Change 1, established the Minimum Standards for Missouri's Next Generation Career Centers. This policy was developed to establish a consistent service-delivery process for all career centers, including guidance for registration, assessment, customer flow, product and service delivery, leadership, and streamlined eligibility-documentation processes.

DWD Issuance 27-2009, Change 3, further defines the products and services that all career centers must make available for customers. All Missouri Career Centers must fully provide and promote six key products: staff-assisted job-search services, National Career Readiness Certificate, assessments, workshops, résumé-development assistance, and training as outlined in the NGCC product box of skill-development and training services.

DWD Issuance 29-2009, Change 1, established the policy on the automatic enrollment of career center customers in Wagner-Peyser, WIA Adult, and Dislocated Worker programs, including the use of the membership screens for intake and eligibility documentation purposes. To accomplish the goals of the NGCC model, DWD is committed to being accountable for *all* individuals benefitting from WIA funds, not just those individuals receiving staff-assisted services. Therefore, under the NGCC model, all customers will be enrolled in (and therefore included in the performance outcomes of) every funding stream for which they are eligible.

DWD Issuance 30-2009 conveyed the policy outlining the most streamlined or ideal documentation allowable for service delivery beyond the automatic core-enrollment level to minimize the burden on the customer and to maximize the efficiency of career center staff.

DWD Issuance 31-2009 provided policy on the consolidation/integration of reportable services for NGCC customers. The policy states that each reportable employment exchange service funded by the Wagner-Peyser Act is equivalent to one of the core services allowable by the WIA Adult and Dislocated Worker program. To facilitate the transition to the NGCC, these services have been consolidated into one integrated set of reportable services.

DWD Issuance 16-2010 provided clarification of the need for documentation of customer outcomes and to address common misperceptions regarding case management and follow-up services. While the traditional case-management approach is no longer feasible within the overall NGCC framework, it is imperative that staff continue to monitor and document all services that require the direct expenditure of WIA funds. Equally significant is the federal and state mandate to report customer outcomes accurately. All NGCC services must be appropriately recorded in Toolbox to substantiate WIA expenditures and to calculate performance measures.

Another major coordination effort is the Certified Work Ready Communities (CWRC) initiative. CWRC provides counties and states with data, processes, and tools that drive economic growth. Through this initiative, stakeholders leverage the National Career Readiness Certificate to measure and close the local-skills gap and build common frameworks that link, align, and match their workforce-development efforts. CWRC partners include DED, DWD, DHE, Missouri Community College Association, Missouri State Chamber of Commerce and Industry, AIM, and ACT, a national not-for profit public trust that works with the state to administer certification.

**3. *How the delivery of services to jobseeker customers and employer customers, including Registered Apprenticeship sponsors, will be aligned across programs. (WIA Sections 111(d)(2) and 112(b)(8))***

Adoption of the NGCC model includes the development of local functional leadership whose responsibility will be to manage the delivery of products and services regardless of their program source. Included would be referrals to employers, registered apprenticeship programs, and other services that would benefit the job seeker in their search for employment. Functional teams will deliver services in a comprehensive manner at the core and intensive level. This philosophy will apply to services provided to both job seeker and business customers. The delivery of services to job seeker customers will be driven by assessment with a goal of improving job and/or job seeking skills. Through issuances, DWD has mandated the development of local plans, as well as the functional leadership structure.

**4. *How the state will provide WIA rapid response activities to dislocated workers from funds reserved under Section 133(a)(2), including designating a state rapid response unit. (WIA Sections 112(b)(17)(A)(ii), 133(a)(2), 134(a)(2)(A))***

The state uses WIA rapid-response funds to support a state Rapid Response unit which is assigned to the Dislocated Worker Program section of DWD. The Trade Act unit is also part of the Dislocated Worker section. The Rapid Response and the Trade Act units coordinate to ensure the full array of rapid-response activities are delivered to dislocated workers. WIA §665.310 guides activities of the Rapid Response unit.

When the State Rapid Response unit receives notification of a layoff affecting 50 or more workers, immediate contact is made with the employer, union officials, and community officials, as appropriate. If it is determined that aversion activities are not viable, a layoff plan is developed based on input from the employer, employee representatives, and the local WIB staff. The plan includes identifying resources available to meet the reemployment needs of affected workers. Typically, the plan addresses training needs, reemployment opportunities, workshop needs, peer-transition teams, and other items that are relevant to the particular circumstance. Consideration is given to the need for development of a National Emergency Grant. Rapid Response worker meetings are then scheduled to inform affected workers of the products and services that are available through the NGCC and through community services. The meetings also provide information about Unemployment Insurance benefits. Most importantly, a survey is distributed to workers to determine their specific needs. The results are used to detail the initial plan of action and to ensure specific needs are documented and that efforts can be initiated to make resources available.

The state contracts with each local WIB to fund a local Rapid Response coordinator. The local Rapid Response coordinator identifies and works with layoffs/closures affecting fewer than 50 workers. This ensures that most layoffs, regardless of size, receive rapid response services. Local Rapid Response staffers contact the employer and coordinate the planning, as previously described, for events involving fewer than 50 workers. In addition, the local Rapid Response coordinator always assists the state Rapid Response coordinator with planning activities for layoffs affecting more the 50 workers. The local Rapid Response coordinator maintains regular contact with the state Rapid Response coordinator to ensure that plans are implemented successfully. This coordination ensures resources are available to meet short- and long-term needs of affected workers. Changes to plans are made as necessary to keep affected workers active in reemployment services. The local Rapid Response coordinator also serves on the regional Business Services team. These teams work with local employers, which helps local coordinators identify possible reemployment opportunities.

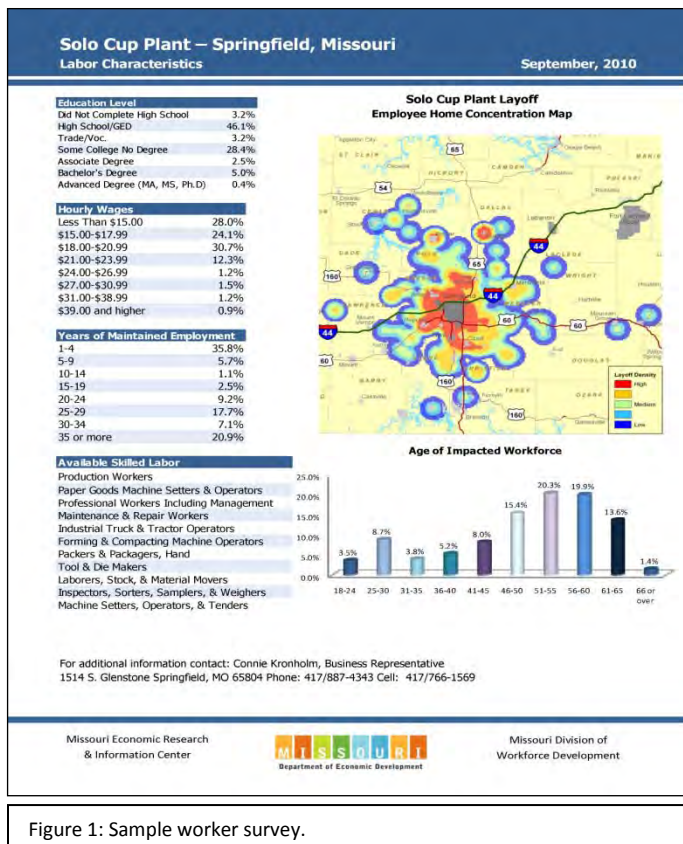


Figure 1: Sample worker survey.

Rapid Response funds are used to support an electronic worker-survey system, as previously mentioned. These surveys are completed by dislocated workers at Rapid Response meetings. The surveys are electronically tabulated and shared with the MERIC. Results of the surveys are also shared with DWD Business Representatives and local WIBs and are used to determine the needs of workers from each layoff. Surveys also help with determining labor availability for economic-development purposes and provide demographic data that contribute toward meeting the needs of dislocated workers and the hiring needs of businesses. (See Figure 1, left)

The State uses Rapid Response funds to create a funding pool for Individual Training Accounts (ITAs) and OJTs. These funds are provided to each region in addition to their formula distribution. These additional training funds ensure that dislocated workers remain competitive and keep their skills current. When regions have obligated or spent all of their formula funds and pool funds, additional funding can be requested. Based on availability of funds and the justification, additional funding may be awarded.

Rapid Response funds are also used to contract with state partners—the UAW and the AFLCIO—to provide assistance, labor/management committees (Transition Teams), peer counselors, and many other services to promote and coordinate the reemployment of dislocated workers. The state also uses Rapid Response funds to contract with DOLIR to ensure that a UI expert is at all Rapid Response meetings. Rapid Response funds are also used to contract with the University of Missouri Extension to provide FastTrack New Ventures Entrepreneurial Training, Career Options, and Take Control of Your Finances workshops. These classes/workshops can be provided onsite or offsite and during pre- or post-layoff status.

A recent example of our Rapid Response approach involves assistance provided to the Ford Assembly plant in the Kansas City area at the Claycomo, MO, location. The Ford Claycomo plant relocated assembly of one model to another plant and is replacing it with production of a new vehicle. This requires retooling of the assembly plant. The retooling will take a minimum of 14 months. While the retooling takes place, about 1,200 autoworkers will be laid off from the Ford Claycomo plant. The product change has also caused the loss of about 500 suppliers' jobs in associated industries. Using Rapid Response funds, DWD contracted with the UAW to provide peer counselors. UAW Local 249 is the autoworkers' union and UAW Local 710 is the suppliers' union. A portion of the UAW Local 249 facility will be used as a career center to provide services to this specific population through a contract with the Full Employment Council (the local WIA provider in that area). A contract is also in place with the University of Missouri Extension to provide the three workshops previously mentioned to this population. Rapid Response funds are also being used to fund classroom training for skills upgrading and new skill obtainment, where appropriate.

The state Rapid Response unit regularly reviews processes and activities surrounding the provision of Rapid Response services to ensure effectiveness. DWD will be updating the methodology for providing Rapid Response services and will identify goals for improvement. Coordination with Unemployment Insurance staff will increase to improve assistance made available at Rapid Response meetings, which may include reviewing the need for capturing data that is used by UI, DWD, and state/local economic-development agencies. Similarly, continued use of the Rapid Response self-assessment survey tool will help to identify areas for enhancement and innovation.

**5. Common data-collection and reporting processes used for all programs and activities present in One-Stop Career Centers. (WIA Section 112(b)(8))**

Missouri ensures common data collection and reporting processes are used for all programs and activities provided by workforce investment funds at Missouri Career Centers. This is accomplished by using a common customer registration-and-enrollment process that uses the same computer software that generates the participant data base.

Missouri uses its own, nonproprietary (developed “in-house”) common data collection system, “Toolbox.” Toolbox is a web-enabled, secure-password access, individually customized case-tracking and reporting system. Customers enter partial registration information and the career center staff completes detailed data entry and program enrollment as needed by the customer over time. The system creates the same databases used for reporting to DOLETA via the Enterprise Business Support System.

The Toolbox system is a common data-collection process for the following programs:

- Workforce Investment Act;
- Wagner-Peyser Act;
- Trade Adjustment Assistance Act;
- Veterans Employment Training programs;
- Migrant and Seasonal Farmworkers;
- Missouri Re-Entry (ex-offender) Programs of DOC; and
- Missouri Employment and Training Program (METP).

Missouri has a wide array of workforce partners that offer services or programs at specific career centers that are not within the administrative responsibility of workforce investment funding streams. To the degree possible, they are integrated within the common data-collection system. For example, programs provided by the VR exist in nearly every Missouri Career Center, with VR staff having access and use of Toolbox for case management and common data collection, even though Toolbox is not used for outcome reporting by VR.

**6. State performance accountability system developed for workforce investment activities to be carried out through the statewide workforce investment system. (WIA Sections 111(d)(2), (d)(6)-(8), 112(b)(3), 136; Wagner-Peyser Section 15; 20 CFR 666.205(f)-(h), 661.220(c) and 20 CFR part 666)**

Missouri was an early adopter, opting to implement the common measures policy offered by DOLETA in its Training and Employment Guidance Letter (TEGL) 17-05. Missouri’s first report utilizing the common measures was in PY2007.

Missouri will continue to implement common measures for PY2012 as follows:

**Adult Measures:**

(Adults and Dislocated Workers)

- Entered Employment
- Employment Retention
- Average Earnings

**Youth Measures:**

- Placement in Employment or Education
- Attainment of a Degree or Certificate
- Literacy and Numeracy Gains

The most-recent negotiated goals for these measures are in Section I, Table 1 of this plan.

## DOLETA's Gold Standard Evaluation with Central Region

In February 2012, DOLETA implemented a five-year WIA Gold Standard Evaluation (GSE) Study. Missouri's Central Region WIB was selected by DOLETA as one of 28 randomly selected local boards in the nation to participate in the GSE of WIA Adult and Dislocated Worker programs.

As of July 1, 2012, a total of 61 participants in the Central Workforce Region have been enrolled into the study. The study will focus on how well WIA services are working in these local regions and how they can be improved.

Customers visiting Central Region career centers (or satellite offices) will be randomly assigned to one of three research groups: Core; Core and Intensive; and Full WIA. Once a client is randomly assigned to a group, they remain in that group for 15 months and can only receive services allowed for that group. For example, a client who is randomly assigned to Core may only receive WIA Core services for 15 months. Of the 61 participants in the study so far, eight have been assigned to Core, seven to Core and Intensive, and 47 to Full WIA.

Exempted from the study are participants in: veterans' programs; METP; UI Profilers; OJT; Missouri Work Assistance, Trade Act Assistance; and the Missouri Disaster Relief Jobs Program.

7. *State strategies for using quarterly wage record information to measure the progress on state and local performance measures, including identification of which entities may have access to wage record information. (WIA Section 136(f)(2), 20 CFR 666.150)*

Missouri is a longstanding participant in DOLETA's Wage Record Interchange System (WRIS) and a founding participating state in the development of WRIS2. In addition, the state participates in the Federal Employment Data Exchange System (FEDES) for wage/employment verification of significant federal occupations. WRIS permits the use of quarterly wage-record information housed within, and provided, by DOLIR's Division of Employment Security (DES). DWD is a WRIS Performance Accountability and Customer Information Agency. DES is a WRIS State Unemployment Insurance Agency.

All of these workforce agencies are also participants in the Statewide Longitudinal Data System being developed by a team of subject-matter experts and performance-reporting support staff for DWD, DES, DESE, DHE, and FSD. This system will maximize the use of quarterly wage-record information for all program areas in all agencies jointly.

Securely obtained and protected Quarterly Wage Record information is used primarily for the calculation of the common measures outcomes and used in federal reporting. For each quarterly reporting period, DWD extracts participant records for which there is no verification of placement in employment in Missouri. The WRIS system enables the resulting of employment placement by using Wage Records to verify employment placement in another state. A secondary use and benefit of these records is for the calculation of common measures for average earnings. Additionally, by way of verification of placement, WRIS enables resulting common measures outcomes for employment retention. The joint participation of a number of agencies, such as those involved in the SLDS, provides an opportunity for shared discussion and research about additional uses for this wage-record information in the future.



## C. Services to State Target Populations

*The State Operational Plan must describe how all the programs described in the plan will work together to ensure that customers who need a broad range of services receive them. This is an opportunity for the state to describe how One-Stop Career Center services will address more specific needs of targeted sub-populations identified in the economic analysis. The State Operational Plan must describe how the state will:*

- 1. Serve employment, reemployment, and training needs of unemployment compensation claimants; the long-term unemployed; the under-employed; dislocated workers (including trade-impacted dislocated workers and displaced homemakers); low-income individuals (including recipients of public assistance); migrant and seasonal farmworkers; veterans; individuals with limited English proficiency; homeless individuals; ex-offenders; older workers; individuals training for non-traditional employment; and individuals with multiple challenges to employment (WIA Sections 112(b)(17)(A), (b)(17)(B), (b)(8)(A), 20 CFR 652.207, 663.600-640, 29 CFR part 37)*

As described in Section II.B.2 and as cited in TEGL 33-11, Missouri's NGCC initiative streamlined the intake and eligibility process at statewide one-stops and integrated service delivery for customers across a variety of workforce programs. On the *macro* level, this maximizes program and funding efficiency, making an enhanced Product Box of valuable products and services available to a substantially larger customer base. The new method also facilitates interagency coordination by integrating the funding, staff efforts and policy goals of a variety of workforce programs—including Trade Adjustment Assistance (TAA), WIA, and Wagner- Peyser—into common service delivery channels. This new Career Center model creates a literal, as well as figurative, “no wrong door” approach, because customers with virtually any career-related need can be routed and/or served appropriately through their local career center.

On the *micro*, person-to-person, level, however, NGCC has actually increased the degree to which customized assistance can address individual customer needs, barriers to employment, and membership in specific vulnerable populations disproportionately affected by the economic downturn and long-term unemployment. Customers are greeted and assessed upon entry into the career center by a Welcome Team and, based on the results of minimal information provided, are routed to specific Jobs or Skills teams, where team members develop individual service strategies that are tailored to the customers' needs. It is an impressive result of this reengineered service design that, even though the number of available services and customers has increased significantly, the level of service-customization can also increase. Perhaps this is best illustrated by Missouri's new “It's All About You” process currently being utilized with customers of its Emergency Unemployment Compensation (EUC) program. Tens of thousands of Missourians who are receiving EUC benefits are targeted for enhanced career services at the local career center. Upon their first visit, they are matched with one of six categories in the “Discovery Profile” (*see Attachment 4*) which best describe their individual employability level, in terms of education, experience, and needs. Early evidence has shown a profound ability to zero in on specific services, products, programs, and level of assistance that will best connect them to the labor market and make them competitive job applicants. The Discovery Profile and accompanying “Service Cards” and other program materials have been wildly popular with job seeker customers who find this a greatly simplified way to understand and navigate the reemployment/retraining process.

A similar illustration can be found in Missouri's new social media program, which has had an equally dramatic upsurge. The workforce system's Facebook and Twitter pages—now ‘branded’ with the State's job link, **jobs.mo.gov**—create a ‘customer community’ with the distribution of helpful job tips, employment trends, workforce news and subsequent customer commentary/feedback that can be captured, not only as success stories and testimonials, but as a source of vital improvement and enhancement ideas. This common venue connects the system/agencies to the public and the customers to each other, again with no wrong door. It has the same counterpart result of allowing participating workforce system professionals to tailor both new content and comment replies to the audience's unique needs. There have been dozens of exchanges in which people with long-term unemployment concerns, legal issues, cultural interests and other unique needs have been able to find avenues for assistance (as well as develop new connections) through this shared venue. If

increasing popularity is any indicator of success, the Facebook page has seen an 880% increase in the number of ‘fans’ since the implementation of NGCC, while Twitter ‘followers’ have increased by 591%.

In addition to this increased systemic ability to meet the specific needs of targeted sub-populations, Missouri also provides these specific approaches by worker category:

#### Dislocated Worker, Trade Act and Rapid Response

Rapid response meetings are used to direct the dislocated worker and Trade-affected worker to a career center. As a rapid response attendee, they will have a partial NGCC registration prior to entering a career center. Once they access services at the career center, dislocated workers and Trade Act participants receive all programs described in this plan as determined by assessment of their current skill level. Each customer is provided basic intake, registration, assessment and access to all product offerings. The product offerings can include workshops for résumés and interviewing, financial planning, Optimal Résumé, OJT, ITA, training programs, and computer tutorials.

In addition, DWD Central Office Trade Act staff and local career center Trade Act representatives coordinate with the community college and local WIB staff in the implementation of the MoHealthWINs grant *or* the Trade Adjustment Assistance Community College and Career Training Grant (TAACCCT). One of the DWD Central Office staff participates in the MoHealthWINs Financial Aid Desk Aid Taskforce. The purpose of the Taskforce is to develop a document of potential funding sources to assist clients who are interested in the MoHealthWINs grant. As a part of this Taskforce, the grant project director and community college members have had an opportunity to learn about Trade Act benefits and services as well as be informed of required criteria, timeframes, etc.

Early guidance on the MoHealthWINs grant has been provided to the local career center Trade Act staff and will continue to be provided to encourage co-enrollment for the Trade Act target group. Additionally, the agreement between the local WIBs and community colleges ensures increased co-enrollment in WIA, Trade Act, and MoHealthWINs that will result in less duplication and increased support for services not provided under the Trade Act program.

The NGCC process places WIA and Trade Act staff on the Skills Team, which encourages a “team” approach to assisting clients in need of training.

The DWD and the DES continue to coordinate efforts in implementing the Trade Act program and, in particular, the benefits of UI and Trade Readjustment Allowance (TRA).

#### Unemployment Insurance Claimants

DES, the state UI agency, and DWD work in partnership to provide robust reemployment services for all unemployed job seekers and UI recipients. UI claimants have access to all products and services offered in the Missouri Career Centers. Streamlined eligibility processes provide immediate access to WIA services and include such services as workshops designed to assist with résumé preparation, job search, labor market information, etc., and on-line skills tools and national skills assessments. For example, WorkKeys can lead to the nationally recognized NCRC.

Missouri’s statutory requirement for claimants who do not have an attachment to an employer to report to a Missouri Career Center at least once every 28 days establishes an early connection with reemployment and training services. The Career Center staff engages these individuals as they report and provides an initial skills assessment and reemployment products and services to assist them with their job search efforts. Missouri also uses automated “Autocoder” software combined with daily data exchanges between DWD and DES which provides for matches of claimants and available job openings. Data received nightly from DES creates a matching registration for new claimants and those renewing existing claims. To date, over 325,000 job matches have occurred using the “Autocoder” system.

Another early intervention strategy for those individuals most likely to exhaust their UI benefits is the Worker Profile Reemployment program. The claimants are called into the Missouri Career Centers as early as their fourth week of claiming benefits and are provided early intervention services designed to assist with their reemployment.

In 2010, DES and DWD implemented the WorkReadyMissouri program. This “learn and earn” training model provides unemployment insurance claimants the opportunity to receive training, for up to six weeks, at a business or organization while continuing to receive unemployment benefits along with a small training allowance.

Missouri currently operates both a state Reemployment Eligibility & Assessment (REA) project and an Emergency Unemployment Compensation Reemployment Eligibility & Assessment (EUC REA) project. Both projects are coordinated jointly by DES and DWD. The two agencies created a marketing campaign designed to connect UI claimants to career-center services. “It’s All About You,” a tool to help career-center staff identify beneficial reemployment services for claimants, is currently being utilized with customers of the EUC program. Using “Discovery Profiles” that best describe their individual employability levels, recipients are able to zero in on specific services, products, programs, and levels of assistance that will best connect them to the labor market and make them competitive job applicants. The profiles and other program materials have assisted the career centers’ staffs in reengaging these claimants in the reemployment process.

### Veterans

The Disabled Veterans Outreach Program (DVOP) and Local Veterans’ Employment Representatives (LVERs) are fully integrated into the career centers as detailed by the DVOP/LVER agreement with the Secretary (Veterans State Plan). The role of the DVOP/LVER staff will not be to supplant the Wagner-Peyser responsibilities for providing priority of service to veterans, but to assist veterans with serious barriers to gain employment through intensified direct services, such as case management and employer job developments within their separate roles. DVOP/LVER will not be assigned duties that violate Title 38. DVOP will share case management for veterans enrolled in WIA and other programs with the providers of those programs.

The DVOP/LVER grant requires compliance with Title 38, Chapters 41 and 42, in that all service delivery points of the grantee will provide veterans’ priority of service in the provision of all labor-exchange services, and specifically when making referrals for job openings and training opportunities.

Local service-delivery points are monitored to ensure that programs provide the required priority of service to veterans. Whenever necessary, corrective action plans will be developed and appropriate technical assistance concerning priority of service to veterans will be provided. The agreement reached between Veterans’ Employment and Training and the State will be the governing agreement for veterans’ services and for the one-stop operators where funding is used to provide services to the state’s veteran customers.

Missouri is actively participating in the Gold Card initiative. All career center personnel have been provided training on the initiative and a tracking system instituted to enable the necessary reporting.

The Veterans Retraining Assistance Program (VRAP) is being promoted to veterans in Missouri by identifying eligible veterans and contacting them with information on how to apply for this important training resource. The VOW to Hire Heroes Act of 2011 established the VRAP in title II of Pub. L. 112-56. The VRAP directs the Veterans’ Administration (VA), in cooperation with DOLETA, to pay for up to 12 months of retraining assistance in a “high demand” occupation for unemployed, eligible veterans between the ages of 35 and 60, as determined by DOLETA and the VA.

Missouri passed legislation this year to include the “Hero At Home” program services under the state’s Show-Me Heroes program. Now the Show-Me Heroes program, in addition to promoting the hiring of veterans and recognizing employers who do so, will include training services for National Guard and Reservists returning from deployment, their spouses and separating active duty military personnel. To date, 2,369 Missouri employers have taken the pledge to consider veterans in their hiring, and 1,817 veterans have been hired by Show-Me Heroes employers.

### Migrant and Seasonal Farmworkers

Migrant and seasonal farmworkers (MSFWs) are offered the same range of employment services, benefits and protections, including counseling, testing and job training referral services, as provided to non-MSFWs. All customers are dually-enrolled into the Wagner-Peyser and WIA programs upon completion of registration. Employment assistance is given to those who request it. Workshop and skills upgrade information is available to all customers upon arrival. For customers identified as a farmworker and who cannot be served under the WIA program for training, referrals are made to the 167 grantee and to other migrant service providers as needed or requested.

### Limited English Proficiency (LEP)

The number of immigrant workers in Missouri grew by 50% between 2000 and 2009, according to the Migration Policy Institute 2009 study. Of those, 2.2% of the state’s civilian workers were limited English proficient. Missouri is preparing the workforce to compete against foreign and domestic producers of goods and services by providing access to training for participants who have limited English proficiency (LEP) with the appropriate communication, literacy and occupational skills. Access to services through Missouri’s Career Centers by persons with LEP continues to be an on-going priority. The state works to improve the services in place and to create more high-quality innovative services. Through a collaborative effort, state and partner staff have developed and implemented a periodically-updated language assistance plan for use in the Missouri Career Centers. Through this effort, the state and partner staffs determine the most appropriate and cost-effective means of documenting compliance and providing a framework for the provision of timely and reasonable language assistance.

The state ensures access to services through its one-stop delivery system for LEP persons through the policy guidance found in [DWD Issuance 23-2009](#), “Providing Meaningful Access to Services for Individuals with Limited English Proficiency,” including the Language Assistance Procedure [manual](#).

### Demographic Changes in Labor Market Populations

In response to previously mentioned LMI data in Section I, both the Kansas City-area and St. Louis-area local WIBs have dedicated efforts towards assisting Hispanic job seekers by partnering with local Hispanic organizations. Kansas City has employed bilingual staff and partners with LaRaza to guide eligible job seekers towards training and jobs in health care. In addition, Kansas City has hired Hispanic outreach workers to assist with keeping organizations aware of services. St. Louis has partnered with the local Hispanic Chamber of Commerce and is working to formalize the relationship by establishing a MOU to provide in-kind staffing support at the Chamber. Similarly, DWD is coordinating with all local WIBs in regard to assisting migrant workers. About 75% of Missouri’s migrant workers have Hispanic heritage. Consequently, DWD conducts outreach to Hispanic workers as part of our efforts to implement the Migrant and Seasonal Farmworker Program. To further efforts, DWD also coordinates with United Opportunity Migrant Services (UMOS) as needed to ensure Hispanic migrant workers have access to services from both agencies. Missouri Career Centers coordinate to provide training and job search assistance while UMOS offers support services.

In Missouri, older-worker services are primarily made available by the providers contracted through the SCSEP administered by the Division of Senior & Disability Services of the Department of Health & Senior Services. The current service providers for SCSEP are the AARP, which serves the metropolitan areas of the state, and Experience Works, which serves non-metro areas. Nevertheless, local WIBs and Missouri Career

Centers make a concerted effort to provide supplemental workshops for reemployment specifically targeting older workers.

However, as previously stated, Missouri serves all populations as an inherent principle of the NGCC model.

### Missouri Reentry Process Strategies for Ex-offenders

Governor Nixon's Executive Order 09-16A offered an opportunity to establish a MOU between DWD and DOC to deliver services to released offenders. This MOU has been updated to reflect the NGCC business model and continues to be an important tool to ensure that job-search assistance is made available to ex-offenders. Strategies to serve ex-offenders changed slightly after the implementation of NGCC. Ex-offenders receive the same WIA Adult core services as all other job seekers, while taking into consideration their special circumstances for employment. DWD works actively with DOC to innovate strategies to enhance the employability of this special population.

Local Missouri Re-entry Process (MRP) Committees offer the best resources for offenders returning to a community. Missouri Career Center staffs attend MRP meetings and provide employment information to the attendees. In addition, local committees have been successful obtaining Second Chance Grant funds to provide services that make it possible to meet the basic needs of ex-offenders, including resources to attend training and find employment.

2. *Serve the employment and training needs of individuals with disabilities. The discussion must include the state's long-term strategy to improve services to and employment outcomes of individuals with disabilities, including plans for the promotion and development of employment opportunities, job counseling, and placement for individuals with disabilities. (W-P Section 8(b); WIA Section 112(b)(17)(A)(iv), 20 CFR 663.230, 663.640, 667.275(a))*

The state continually seeks to improve the services to, and employment outcomes of, individuals with disabilities by ensuring that the full array of career-center services are available and accessible. In addition, the state seeks to improve the overall awareness of One-Stop services by providing outreach to individuals with disabilities and to the agencies providing complementary services. One the state is increasing outreach to individuals with disabilities is through a partnership with VR to provide regionalized training to One-Stop staffs through VR's network of statewide Independent Living Centers. This partnership will improve local partnering and increase DWD's presence and the awareness of NGCC products and services among the Independent Living Centers and their customers throughout the state. DWD seeks to improve its outreach to people with disabilities by building its relationship with the Independent Living Centers throughout the state.

The availability and accessibility of services are ensured through a number of methods. Career Center staffs are provided with training and information in various formats that help to ensure the availability and accessibility of One-Stop services to all customers. Regional and statewide training is provided on how to provide equal and effective services. In addition, all career centers provide assistive technology, including screen readers and enlargers, TTY telephones utilizing Relay Missouri, the Ubi Duo, providing face-to-face communication, as well as other technologies and accommodations. Missouri Assistive Technology partners with career centers to provide assistive-technology equipment loans to the career centers when requested. Missouri Assistive Technology also provides training and technical assistance to staff as well as direct services to customers. These assistive technology and accommodation resources are [outlined](#) on the WorkSmart website for staff to ensure access.

To improve the promotion and development of employment opportunities, outreach is provided through a number of outlets that improve the awareness of employment and training services among individuals with disabilities. DWD participates in a number of initiatives that promote state services to individuals with disabilities. DWD provides a liaison to the Governor's Council on Disability (GCD) to publicize and promote its services and provide outreach to the disability community. DWD also coordinates its services with other agencies providing complementary services.



As DED's liaison to the GCD, DWD (and through DWD, the One-Stops) participates and/or promotes many of the GCD-sponsored initiatives to customers with disabilities. One initiative promoted to customers is the Missouri Youth Leadership Forum, a unique summer opportunity for youth with disabilities that promotes career and leadership training. Youth with disabilities, aged 16–21, are encouraged to apply each year. GCD also coordinates statewide National Disability Employment Awareness Month activities with multiple agencies. These include the Missouri's Business Leadership Network locations and other regional organizers and participants, as well as One-Stop staff, who provide information about these initiatives and assistance to their customers with disabilities. GCD also provides input and training to DWD and One-Stop staff.

As a member of the Missouri Interagency Transition Team (MITT; DESE's interagency collaboration to improve the employment and education outcomes for young adults with disabilities), DWD is working on a statewide team of agencies providing transition services to youth with disabilities. DWD is planning to increase its partnership with the key players on this team to improve the state's efforts. DWD also participates in DESE's annual Transition Institute for Special Education teachers who are working directly with transition-age youth. DWD's outreach at this conference provides information on available products and services to special-education teachers, administrators, and service providers across the state.

DWD partners with a number of other agencies and organizations, including VR and Rehabilitation Services for the Blind, which each refer customers with disabilities to the career centers. DWD participates in a number of initiatives and partnerships that promote employment opportunities to its customers with disabilities.

3. *Deliver comprehensive services for eligible youth, particularly youth with significant barriers to employment. (WIA Section 112(b)(18)(A)) The discussion must include how the state coordinates youth activities, including coordination of WIA Youth activities with the services provided by the Job Corps program in the state. Job Corps services include outreach and admissions, center operations, and career placement and transition services. (WIA Sections 112(b)(18)(C), 129)*

Missouri's youth-service plan builds upon the integration of services through collaboration with partners at the state and local levels to serve youth most in need, including youth in foster care, youth in the juvenile justice system, homeless and runaway youth, school drop-outs, children of incarcerated parents, migrant youth, and youth with disabilities.

The state has formed strategic teams which focus on coordination of resources of all partners to blend funds and services to ensure youth have the tools available to achieve positive outcomes. These teams are represented by staff from various Missouri state agencies, including DOC, Department of Social Services–Foster Care, Youth Services & Family Support Divisions, VR, DESE, and Department of Mental Health, as well as other community organizations which serve at-risk youth. These teams design strategies to promote local awareness of the services available, design processes to simplify cross-agency application procedures, and coordinate common-case management for youth.

Members of the state agencies, including DWD, that represent the at-risk youth will collaborate and continuously evaluate their individual programs to ensure that the needs of these youth are being met. DWD will collaborate and plan youth services in coordination with other agencies to reduce duplication and increase awareness of available services. DWD will outreach to other agencies to recruit youth from the at-risk populations and coordinate holistic services to assist youth.

Each local workforce investment region has a Youth Council which is a subgroup of the local WIB and consists of members representing business and organizations with experience and expertise serving at-risk youth. Youth Councils assist with providing direction and oversight for the local youth program and make recommendations to MoWIB regarding youth services. Members and staff collaborate with other organizations to make connections with the neediest youth populations and to help fill the gaps in the family, educational, and social frameworks that may be missing in the lives of many at-risk youth. This makes it possible for an effective transition into adulthood, with an emphasis on education, skills development, workplace readiness, and economic self-sufficiency.

Each local area is responsible for ensuring services to youth faced with significant barriers, and those local areas are required to submit, within the local plan, the local policies and procedures that ensure they are serving youth meeting these definitions. DWD will monitor this annually and provide this information, and if needed technical assistance, to the region on this requirement.

DWD supports innovative youth programs and has provided statewide funds to implement opportunities for youth designed to increase educational and occupational opportunities. Examples of these initiatives include Jobs for Missouri's Graduates (affiliated with the national Jobs for America's Graduates) and the State Parks Youth Corps program. Both programs were implemented using statewide funds and are now supported by other funding at the local level.

The Division has also invested in a robust array of products designed to enhance the skills of eligible youth:

- **Missouri Connections** is an online resource sponsored by DESE and DWD that guides youth through the career-planning process, provides educational and career exploration, and directs preparation for transition into postsecondary education and the world of work.
- **Career Ready 101** is an online career readiness system that allows individuals to build foundational workplace skills in reading for information, applied mathematics, locating information, applied technology, listening, writing, etc. at an individualized pace. The system also includes other workplace readiness/life skills instruction, such as setting career goals, financial awareness, job search instruction, etc. Career Ready 101 also allows the youth to explore careers and determine the skills requirements of occupations.
- The opportunity to take the **WorkKeys** assessments in the three foundational skills of Applied Mathematics, Locating Information, and Reading for Information (which upon successful completion would lead to an NCRC) is available to all eligible youth. This certificate is a portable credential that shows employers anywhere the level of workplace employability skills the individual has attained. The foundational skills certified by the NCRC are recognized by thousands of employers as essential for workplace success and career advancement. Other WorkKeys assessments that are available for youth include: Observation, Teamwork, Listening, Performance, and Talent & Fit, which combined with the measures of the NCRC, bring even greater accuracy to predictions about an individual's success in training or at work.

Services for youth are available through the Missouri Career Centers and are designed to connect youth with educational and occupational opportunities which result in high growth employment opportunities. Services for eligible youth are based upon the ten required program elements and eligible providers are selected on a competitive basis through recommendation of the local Youth Council to the WIB. Dual enrollment in other programs for services will leverage financial resources and provide for robust services designed to ensure the youth has the support services needed to succeed.

WIA youth staff maintain a presence in the Missouri Career Centers in each local region, as well other locations such as high schools, libraries, youth centers, GED classes, Career & Technical schools, community colleges, community centers, etc. The availability of youth services at multiple locations helps attract youth to the services and assists in eliminating transportation issues. All youth have access to Missouri Career Center facilities for core labor exchange services and may receive services from career center staffs. Career center staffs provide youth-oriented information packets on services available to youth, community resources, appropriate websites, and employers amenable to hiring youths and make direct referrals to WIA youth case managers for screening and services.

## Coordination with the Job Corps Program

The Missouri Career Centers have an established referral process with the three Missouri Job Corps Centers and Dynamic Educational Systems, Inc. (which is contracted to provide Job Corps outreach, assessment and placement services). Youths who express an interest in Job Corps programs are referred to the outreach centers, and intake and assessment information is coordinated among the agencies to reduce duplicative requests for information. Should a youth be dually enrolled, the WIA Title I Youth service provider and the admissions counselor will work together with that customer to develop a service strategy for before, during, and after Job Corps participation.

### **D. Wagner-Peyser Agricultural Outreach**

*Each state workforce agency shall operate an outreach program in order to locate and to contact migrant and seasonal farmworkers (MSFWs) who are not being reached by the normal intake activities conducted by the local offices. To this end, each state agency must include in its State Operational Plan an annual agricultural outreach plan, setting forth numerical goals, policies, and objectives. Regulations at 20 CFR 653.107 require that the outreach plan include the following elements:*

#### Assessment of need

##### *(i) A review of the previous year's agricultural activity in the State*

According to the Missouri Department of Agriculture, the state has 108,000 farms (2nd in the nation), on 29 million acres of land and is a \$12 billion industry. Missouri ranks in the top ten for production of commodities such as soybeans, cotton, rice, cattle, pigs, turkeys, and broilers. Missouri's multibillion-dollar agriculture industry touches the world.

Missouri, whose exports rose 71% in 2011, exports more agricultural products than 34 other states. Missouri ranks second nationwide in beef cows and hay production; third in horses; fourth in rice; seventh in soybeans; ninth in corn; and tenth in cotton.

The number of Missouri USDA-certified organic businesses grew 29% over the last year. Certified businesses include growers, handlers, processors, and wild crop producers.

Several natural disasters, unprecedented in Missouri's history, occurred in 2011. The Joplin tornado, severe thunderstorms, high winds, and floods affected thousands of Missourians in every corner of the state. Loss of life and property was devastating, and some damage is still apparent. The flooding that began in southeast Missouri early last spring quickly became unmanageable for hundreds of farm families living along the Mississippi River. This was closely followed by Northwestern Missouri families enduring a similar fate in areas adjacent to the Missouri River.

Even with all this devastation, Missouri continued to rank in the top 10% for production of many commodities, including soybeans, corn, cotton, rice, cattle, pigs, turkeys, and broilers.

Missouri's agricultural economy is diverse as anyone can imagine. The state comprises 112 wineries, eight biodiesel plants, seven ethanol plants, 3.3 million acres of corn, 5.4 million acres of soybeans, 79,000 sheep, 200,000 horses, 3.1 million hogs and pigs, and 4.15 million cattle and calves.

The grape and wine industry has secondary economic effects not usually associated with other agricultural industries. For instance, when a winery opens, it is soon followed by bed-and-breakfasts, restaurants, motels, craft shops, and other tourist attractions.

(ii) A review of the previous year's MSFW activity in the State

The number of migrant workers has decreased over the last year in Missouri. Although the number of migrant workers has decreased, Missouri is still host to many migrant agricultural workers from Texas and Florida, especially in the West Central Region. These workers are placed in H-2A jobs or with local seasonal growers. In this region, the migrant population still outnumbers the seasonal workers in registrations.

Overall, the region-wide activity remains unchanged from previous years. According to the U.S. Census of Agriculture, there are 745 farms reporting receiving migrant farm labor help in Missouri and an additional 189 farms reporting migrant farm labor help under contract labor.

The following is the estimated number of farmworkers working specific crops in the Southeast region:

- Watermelon/Cantaloupe Crop – 300+
- Peaches – 100+
- Cotton – 500 +
- Potatoes – 100+

<u>County</u>	<u>Farms</u>	<u>Workers</u>	<u>Migrants</u>
Cape Girardeau	201	507	5
Bollinger	116	197	4
Dunklin	185	779	25
Iron	45	—	4
Madison	62	159	3
Mississippi	104	838	5
New Madrid	178	683	5
Pemiscot	121	542	6
Perry	158	373	6
Scott	130	561	9
Ste. Genevieve	102	313	5
St. Francis	118	234	2
Stoddard	247	829	9

The Southeast Region has 25 cotton gins in the area with approximately 332 seasonal workers.

West Central MSFW activity for previous year:

The West Central region has multiple orchards and over 600 acres planted in vegetables. Over 774,300 acres are planted in corn, over one million acres in soybeans, 53,500 acres in winter wheat, 1.3 million acres in alfalfa and hay, and over 6,000 acres in sorghum. There are about 365 orchard workers in the Lexington area.

Per the USDA 2007 Census report, Missouri has **18,263 farms that hired labor workers**, totaling 47,033 workers statewide. Of these hired labor workers, **71% work less than 150 days** for that farm. Of the 18,263 farms statewide, the following number of reported “farms/ laborers” were reported by West Central and commuting counties:

<u>Farms/workers</u>	<u>Farms/workers</u>
■ Bates 243/565	■ Jackson 105/299
■ Benton 120/221	■ Johnson 273/569
■ Caldwell 120/274	■ Lafayette 230/641
■ Carroll 196/408	■ Pettis 262/616
■ Cass 228/776	■ Platte 117/364
■ Cedar 146/260	■ Ray 159/324
■ Chariton 189/423	■ St. Clair 159/324
■ Clay 108/270	■ Saline 193/458
■ Henry 179/409	■ Vernon 222/598
■ Hickory 118/289	

**Total Farms 3,367**

West Central Commuting area MSFWs: 8,088, of which 71% worked fewer than 150 days.

*(iii) A projected level of agricultural activity in the State for the coming year*

The level of agricultural activity is expected to remain the same for the coming year.

*(iv) A projected number of MSFWs in the State for the coming year, which must take into account data supplied by WIA 167 National Farmworker Program (NFJP) grantees, other MSFW organizations, employer organizations and federal and/or State agency data sources, such as the U.S. Department of Agriculture and ETA*

According to the Department of Agriculture, more than 240,000 Missourians are directly employed on farms and in agribusinesses. This number increases to 400,000, or 15% of Missouri's workforce, when combined with food processors and other industries that add value to agricultural products.

Missouri wineries (114) employed 14,051 staff and paid \$386.5 million in wages in 2011. The economic impact of wine and grapes in Missouri was over \$1.6 billion. There are no specifics on how many employees worked the agricultural sector in the wineries.

Missouri's 167 grantee estimates 8,000–10,000 agricultural workers will be working in Missouri during the coming year. The State Monitor Advocate agrees that this number is reflective of the migrant farmworker population working during the peak season in Missouri and does not include the seasonal farmworkers population.

*(v) A statement of the consideration given to the State Monitor Advocate's (SMA) recommendation as set forth in the annual summary developed under Section 653.108(t)*

In accordance with 20 CFR Subpart B, 653.107 and as prescribed by Region V, the Monitor Advocate participated in the preparation of the agricultural plan and has been afforded the opportunity to approve and comment on the plan. Such review indicates that the plan has been prepared properly, omitting none of the prescribed requirements and properly describing the activities planned for providing services to both agricultural employers and migrant and seasonal farmworkers (MSFWs).

All recommendations were included as the State Monitor Advocate presented them in the annual MSFW summary developed under 20CFR 653.108(t) in the preparation of this plan.

*Proposed outreach activities*

*(i) Numerical goals for the number of MSFWs to be contacted during the fiscal year by Wagner-Peyser (W-P) staff*

See the following response in (ii), below.

*(ii) Numerical goals for the staff years to be used for outreach during the fiscal year*

West Central Region:

- 200 outreach contacts
- 170 farmworker registrations

Southeast Region:

- 200 outreach contacts
- 100 farmworker registrations



*(iii) The level of W-P funding to be used for outreach during the fiscal year*

The Migrant Seasonal Farmworker program is operated with 10% Wagner-Peyser funding. This funding is used to support two positions, including the State Monitor Advocate. Missouri's goal for the MSFW Program is 200 outreach contacts per year. Active participation by field staff, and engagement with partners, makes this goal achievable. DWD conducts outreach to workers in groups, instead of one-to-one consultations. This has resulted in an increase of MSFW registrations—which more than doubled in the last year.

In Missouri, there are only H2A Interstate Clearance Orders (ICO's). The Missouri Career Centers are diligent in local recruitment, with excellent referral results. However, there are few U.S. worker hires at H2A job sites.

According to the latest agricultural wage survey conducted by MERIC, 64% of growers use the same workers year after year. Therefore, most growers do not need interstate-recruitment assistance. Growers are made aware of the Agricultural Recruitment System (ARS) through employer outreach conducted year round.

*(iv) The tools which will be used to conduct outreach contacts, including personal contact, printed matter, videotapes, slides, and/or cassette recordings*

Outreach material consists of printed career center material (which includes information about employment and WIA services) and brochures listing other community services (such as food pantries, churches, and health clinics). These are distributed in English and Spanish.

Additional outreach material is made available from partner agencies, such as Migrant Education and United Migrant Opportunity Services.

*Services provided to MSFWs through the One-Stop delivery system*

As required by 20 CFR Subpart B, 653.107, the DWD will provide Wagner-Peyser Act-funded services to migrant workers and to prospective and actual employers of these individuals. DWD will make every effort to strengthen its working relationships with MSFWs and employers to encourage utilization of Missouri Career Centers. Efforts will continue to include the full range of the Missouri Career Center services delivered through an outreach effort designed to locate, contact, and inform migrant and seasonal farmworkers about the employment and training services available statewide and particularly in the Southeast and West Central regions. Additional efforts include ensuring that MSFW customers are referred to the WIA 167 grantee for assistance.

As required by 20 CFR Subpart B, 653.101, DWD will ensure that MSFWs are offered the same range of employment services, benefits and protections, including counseling, testing and job training referral services, as is provided to non-MSFWs. To assure statewide compliance, DWD will make every effort to meet four-out-of-five Equity Indicators of Compliance, as well as meeting four-out-of-seven Minimum Service Level Indicators, even though the state is not required to do so. No problems or difficulties are anticipated in meeting equity indicators, minimum service levels, or planned levels of activity.

In accordance with an approved outreach plan for the West Central and Southeast regions, every effort will be made to conduct vigorous outreach activities in the Lexington and Kennett Missouri Career Centers.

Wagner-Peyser services provided through the Missouri Career Centers include:

- registration for Wagner-Peyser and other services;
- explanation and use of *jobs.mo.gov*;
- counseling;
- referral to job openings;
- improving job-seeking skills;

- testing;
- assessment;
- referrals to supportive services and other providers including the WIA 167 grantee;
- information on employment and training opportunities;
- labor market information;
- tax credit programs; and
- information on the Job Service complaint system, including filing and processing of complaints.

It is DWD's goal to contact a sufficient number of MSFWs with the maximum utilization of resources available. Local offices located in high agricultural regions/areas are designated to operate an outreach program to contact agricultural and food processing employers to offer labor recruitment assistance.

Partnerships at the local level are an invaluable tool for an effective outreach program. Migrant Education, the WIA 167 grantee, and local churches have participated in outreach efforts in the West Central area. This has resulted in more farmworkers utilizing career center services.

Missouri Career Center staffs dual enroll all applicants into the Wagner/Peyser and WIA programs. Training opportunities and workshop information are provided to customers upon registration completion.

A variety of literature regarding specific training and educational opportunities available for the MSFW population is located in the DWD local offices in areas where MSFW's are known to reside and work.

#### *Services provided to Agricultural Employers through the One-Stop delivery system*

Missouri employers have a dedicated webpage on *jobs.mo.gov*. The employer-services menu includes information on job postings, free consulting, innovative programs, informative workshops, and contact information for the business representative serving the area where the employer is located. Every new business registrant in *jobs.mo.gov* is contacted by a business representative who offers additional workforce-system services.

Other important and useful business portal links are available on this site. Additional links provide a wide variety of business resources and information essential to business development, such as growing your business, workplace safety, e-commerce and E-verify information.

Missouri business representatives and MSFW outreach staff located around the state solicit job orders from agricultural employers. Outreach workers coordinate employer outreach with business representatives prior to making contact with the grower/agricultural employer. Through close coordination with MSFW outreach staff, multiple agencies such as the WIA 167 grantee, chambers of commerce, local economic-development organizations, community colleges, and DWD ensure business needs are met. This close coordination results in a streamlined and efficient service delivery while preserving the integrity of the program and avoiding duplication of services.

Specific employer services include information on the following programs and activities offered by Missouri Career Centers:

#### *Agricultural Recruitment System (Local, Intrastate, Interstate)*

- Access to *jobs.mo.gov*
  - Tax-credit programs
- Informational meetings via Missouri Employer Committee (MEC) and via staff outreach;
- Labor Market Information and Labor Law clinics
  - Complaint taking
  - Job fairs

Additional information on employer-outreach services can be found in the following *Subsection E, "Services to Employers."*

### Other Requirements

1. *State Monitor Advocate. The plan must contain a statement that indicates that the SMA has been afforded the opportunity to approve and/or comment on the PY 2012 AOP. In accordance with 20 CFR Subpart B, 653.107 and as prescribed by Region V, the Monitor Advocate participated in the preparation of the agricultural plan and has been afforded the opportunity to approve and comment on the plan. Such review indicates that the plan has been prepared properly, omitting no one of the prescribed requirements and properly describing the activities planned for providing services to both agricultural employers and migrant and seasonal farmworkers (MSFWs).*

All recommendations were included as the State Monitor Advocate presented them in the annual MSFW summary developed under 20CFR 653.108(t) in the preparation of this plan.

2. *Review and Public Comment. The plan must provide information indicating that WIA Section 167 NFJP grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations and other interested employer organizations, have been given an opportunity to comment on the State AOP. Include the list of organizations from which information and suggestions were solicited and any comments received and State responses to those suggestions.*

On June 27, 2012, and in accordance with 20 CFR Subpart B, 653.107(d)(1), (2), and (3), DWD provided a copy of the Missouri Wagner-Peyser Agricultural Outreach plan to UMOS, Inc. (WIA Section 167 grantee). UMOS replied with a copy of the WIA 167 NFJP outreach plan. This information will assist with further partnership efforts and to help ensure better outreach cooperation between DWD and UMOS. Comments from other appropriate groups will be obtained through making the entire WIA plan available for public comment.

### **E. Services to Employers**

*The State Operational Plan must describe how the state will coordinate efforts of the multiple programs included in the plan to meet the needs of business customers of the One-Stop system in an integrated fashion, such as hiring plans, training needs, skill development, or other identified needs. The State Operational Plan should also describe how the state will use program funds to expand the participation of business in the statewide workforce investment system. (WIA Sections 111(d)(2), 112(a), 112(b)(8), 112(b)(10), W-P Section 8, 20 CFR 661.205(b)(1))*

### Identifying and Meeting the Needs of Business

Missouri's NGCC system utilizes an integrated approach to service delivery for business customers. DWD policy is outlined through two policy issuances, the Strategic Framework for Missouri's Next Generation of Career Centers (DWD Issuance 05-2009) and the Minimum Standards for Missouri's Next Generation Career Centers (DWD Issuance 25-2009, change 1). For Business Services, in addition to the Minimum Standards, each region has a Business Services team plan that also guides outreach and services to businesses. Each local workforce region has an integrated Business Services Team, made up of workforce system staff whose mission is to connect employers with a skilled workforce. While the design slightly varies from region to region, the basic outcome and structure are the same. At a minimum, members of the team include state DWD Business Representatives, local WIB or subcontractor staff assigned to business services, and Veteran's Representatives.

Business Services Teams meet on a regular basis to discuss, coordinate and develop strategies to meet the specific needs of business in their local workforce region. Each local Business Services Team has established strategies to determine business needs in their region, including the development of surveys, use of labor-market information, and involvement and coordination with local chambers of commerce, local economic-development agencies, regional-planning commissions, local educational agencies, human-resource groups and other local

business organizations. Many regions hold regional-coordination meetings that include business team members and community college industry specialists as well as local and state economic developers. These meetings provide another forum for information sharing regarding regional business needs. In addition, Missouri Employer Committees (MECs) have been established throughout the state, representing over 4,000 Missouri employers. MECs are groups of employer representatives who serve as advisors to the Division to identify and address local employment needs, challenges and workforce issues.

Business Services Teams are demand driven and strive to accommodate employer requests or provide referral to other resources that can meet their needs. Business Services drives the products and services offered in Missouri's career centers. Teams are aware of the business climate and current workforce needs of businesses in their local regions. This allows the career centers to offer the appropriate products and services that will prepare job seekers to meet current demands. In addition, DWD has a products and services team that researches potential product offerings and best practices from other states to find new and innovative ways to service customers.

Each region's employer-outreach goals and procedures are outlined in their Business Services Plan and coordinated through each region's Business Services Team Leader. The West Central and Southeast Regions also have Agricultural Outreach plans. Outreach is conducted to both agricultural and non-agricultural businesses on a daily basis through various methods, including regional employer meetings and forums, through local human-resource groups, agricultural growers associations, Chambers of Commerce, and Missouri Employer Committees, as well as direct contact with individual businesses. In addition, the Missouri State Monitor Advocate provides listings of agricultural employers to local Business Representatives to help facilitate agricultural outreach.

Missouri encourages a single point of contact system, coordinated by Regional Business Services Team Leads. A common case management system, Toolbox, is utilized by all Business Team and Career Center staff. One common database allows business teams to avoid duplicative employer contacts through easy access to case notes, program participation and job-order history. In addition, most regional business teams have additional procedures in place to avoid duplication, outlined in their local Business Services outreach plans.

A demand-driven message is conveyed to staff through Business Services Team leaders, career center Functional Leaders and local WIB Directors. Business team members also attend career center meetings to share business information to all staff, making them aware of business needs. They work directly with the jobs teams in the centers to ensure the recruitment needs of businesses are fulfilled.

In addition, DWD's Business Services unit provides guidance to Business Representatives and business teams, ensuring they are kept up-to-date on program requirements and are available to provide training to local Business Teams upon request. Statewide business services meetings are held several times per year to provide training, technical assistance and to allow teams to share information and best practices.

### Products and Services to Business

Under NGCC, an emphasis has been placed on products and services that assess candidate skills and provide for skills enhancement, resulting in better candidates for the business customer. Missouri has multiple initiatives to assess candidate skills, upgrade workplace skills and connect businesses with job seekers.

The recent addition of the [jobs.mo.gov](http://jobs.mo.gov) portal, allows for more enhanced, integrated services directly to businesses online. Through the [jobs.mo.gov](http://jobs.mo.gov) portal, businesses can contact DWD directly via email or find a local assistance through the Business Representative Locator feature. A toll-free number is also available for businesses to receive assistance or provide feedback regarding labor exchange or any other business-related services. In addition, every new business registrant in [jobs.mo.gov](http://jobs.mo.gov) is contacted by a Business Representative to offer assistance with labor-exchange services and other workforce system services.

All regions offer a core set of products and services that help connect jobs seekers and hiring employers.

Specialized recruitment services are available to all employers, including assistance with labor market information, writing effective job listings, pre-screening applicants and arranging for interview space. Many regions offer additional specialized services such as, conducting weekly public service announcements to advertise employers' job openings, providing a quarterly newsletter, employer seminars and workshops, and virtual video interviewing services. In addition to recruitment services, Missouri has put an emphasis on programs that assess skills and facilitate placement with hiring employers, including the NCRC, OJT, and WorkReadyMissouri.

Now, more than ever, employers need a strong, skilled workforce. Missouri offers the NCRC to provide employers with objective documentation of employee skills that can be accepted nationwide. The NCRC is offered as a core service to all job seekers, assessing their skill levels in applied math, locating information, and reading for information. These three areas are highly desirable to employers when considering candidates. In December 2011, Missouri was one of four states chosen to participate in the ACT Leadership Academy for the Certified Work Ready Communities Initiative. ACT and Missouri are building a framework to document the work-ready levels of the available local workforce in each county. The *Work Ready* status will be granted to communities who meet certain criteria. Each county will have goals for the number of NCRCs to attain and for the number of employers in that county who will recommend, prefer, or recognize the NCRC in hiring.

Renewed emphasis has been applied to OJT, which assists businesses with employing and retraining unemployed individuals lacking job-specific qualifications and the soft skills so important to employers. OJT offsets the extraordinary costs associated with training and affords workers with long-term, family-supporting employment. Missouri has placed an emphasis on OJT and has multiple funding streams available for wage reimbursement through; 1) a DOLETA-approved OJT National Emergency Grant; 2) dislocated-worker discretionary funds for returning veterans, the Show-Me Heroes Program; 3) local formula funds; 4) State Energy Sector Partnership (SESP) and training grant participants; and 5) Statewide OJT "Pool" funds. Pool funds are available for dislocated workers if none of the above-mentioned funding sources are appropriate. In addition, to ensure local workforce regions have the capacity to provide OJT services, Missouri is providing additional funding for to support OJT coordinators in each local workforce region. These coordinators are being funded through dislocated-worker funds. Their positions are dedicated to OJT services, intensifying efforts to reemploy the long-term unemployed, claimants receiving EUC, and returning veterans. Beginning in PY12, this pilot program will provide funding for staff dedicated entirely to OJT.

In PY10, the DWD partnered with the DOLIR to launch the WorkReadyMissouri (WRM) program. The program is funded through both Wagner Peyser and UI funding streams. WRM allows individuals receiving UI benefits to pair up with businesses and receive on-site workplace training. Program participants have the opportunity to train with an employer for as many as 24 hours a week for six weeks, while continuing to receive their UI benefits along with a small training allowance. The WRM program allows individuals to maintain a connection to the workforce while laid off, gain experience through job specific training and have an opportunity to turn training into full-time employment. Employers have the opportunity to train potential employees cost-free, providing them with ready-to-hire candidates who have benefitted from pre-employment training.

The Work Opportunity Tax Credit (WOTC) program is another core product in business services and is discussed with business customers as a way to help them offset the cost of hiring a job seeker that might not be fully qualified for their position. All career center staff with business-outreach responsibilities are trained and well versed on the WOTC Program. Information about the WOTC program is easily accessible through multiple means. Program information can be obtained at all Missouri Career Centers, through the *jobs.mo.gov* portal, and by phone through an 800 number. DWD also publishes a WOTC Employer Guide that provides detailed information on target groups and the application process. It also includes all program forms. The WOTC Employer Guide is available electronically through the *jobs.mo.gov* portal and is regularly distributed at career centers, by business-services staff, local Veteran's Representatives and partner agencies, such as VR and the Division of Probation and Parole. In addition, WOTC is regularly marketed at career fairs and business expos throughout the state.

The WOTC unit has established relationships with DOLIR, the Division of Family Services, the Department of

Revenue, VR, the Division of Probation and Parole, and the Federal Division of Parole. These partnerships allow staff to access necessary information to certify tax credits in a timely manner.

To enhance the WOTC program, Missouri is currently in the process of obtaining a new and improved electronic database system that will significantly improve services to business customers and correct the shortcomings of the current system. With this new electronic system in place, Missouri businesses will have the ability to submit certification requests electronically, check the status of their requests on-line and re-print copies of the denial or certification letters. With the businesses entering certifications electronically, Missouri will be able to process requests more quickly and maintain a lower backlog. In addition, the new database will allow information to be easily accessible and available.

To assist in the retention of jobs, Missouri offers training assistance through the Community College Job Retention Training Program (JRTP). The program is designed for eligible companies at risk of losing a substantial number of Missouri jobs. The training project costs are paid by diverting a portion of the company's regular state withholding on the eligible existing jobs. In addition, Business Representatives work with DOLIR to refer businesses that would benefit from the State's Shared Work Program. This program provides an alternative to layoffs for employers faced with a reduction in available work. The program allows an employer to divide available work among affected employees. These employees receive a portion of UI benefits while working reduced hours.

DED, through DWD, has a long-standing partnership with Missouri's Community Colleges. Historic and visible examples of this partnership is the role community colleges play in attracting economic development, expansion, and retention-incentive projects as the local administrators of the state's Industry Training Programs.

More recently, DWD and the community colleges have partnered on several initiatives to develop and provide short-term, "just-in-time" training. One example is "Training for Tomorrow," a \$12-million initiative between DED-DWD and the community colleges preparing Missourians for high-growth, high-demand fields. Another example is "MoHealthwins," a \$20-million DOLETA grant to develop and expand healthcare programs to train 4,600 unemployed workers. Many of the programs will incorporate the NCRC.

Missouri is committed to identifying new and innovative products to serve employers and job seekers better. Most recently, Talify Missouri was launched in five workforce regions. Talify Missouri is an innovative, online behavioral-assessment and job-matching platform. It allows employers to match with job seekers who not only meet their education and skill requirements but are also the right fit for open positions. The process begins by asking job-seekers to provide brief demographic information. It continues by capturing behavioral strengths through sophisticated assessments. The information is brought together and made available to hiring employers, providing a better match between employers and job seekers. In addition, Talify Missouri provides job seekers with valuable information about their strengths and weaknesses in 10 key competency areas, including assertiveness, empathy, sociability, helpfulness, and problem solving. This information assists job seekers to understand the types of positions they would be most successful in and most satisfied with. Talify Missouri is a pilot project funded with Wagner Peyser discretionary dollars.

#### **F. WIA Single-Area States Only**

Not applicable

#### **G. (Optional) WIA Waiver Requests**

*States wanting to request waivers as part of their Operational Plan submission must attach a waiver plan, as required by 20 CFR 661.420(c), that includes the following information for each requested waiver:*

- *Statutory and/or regulatory requirements for which a waiver is requested.*
- *A description of the actions the state or local area has undertaken to remove state or local statutory or regulatory barriers.*



- *A description of the goals of the waiver, how those goals relate to Integrated Workforce Plan goals, and expected programmatic outcomes if the waiver is granted.*
- *A description of individuals impacted by the waiver.*

*A description of the processes used to monitor implementation, provide notice to any local workforce investment board affected by the waiver, provide affected local workforce investment boards an opportunity to comment, including comment from business and labor.*

The State of Missouri is requesting a waiver to continue to permit the implementation of, and reporting only for, the common measures in place of the WIA individual measures. The official waiver request is included as **Attachment 5**.

## **H. Trade Adjustment Assistance (TAA)**

*States must describe how TAA will coordinate with WIA/W-P to provide seamless services to participants and address how the state:*

1. *Provides early intervention (e.g., rapid response) to worker groups on whose behalf a TAA petition has been filed. (WIA Sections 112(b)(17)(A)(iii), 134(a)(2)(A), 20 CFR 665.300-340)*

At the time the Trade Act petition is filed, the DWD Trade Act Coordinator notifies the local Trade Act representatives and the DWD Dislocated Worker Programs section which houses the State Trade Act staff and Rapid Response Coordinators. At the time the Rapid Response Coordinator schedules a rapid response meeting, they invite the local Trade representative and a DES representative to provide information on the TAA, TRA, and UI. The local Trade Act representative covers information relating to TAA benefits and services including criteria and timeframes. The DES representative provides information on UI and TRA including how to file a UI and TRA claim. Rapid response staff provides the potentially eligible Trade Act employer with informational handouts on Trade Act benefits and services, career center services, and supportive service information. Once a company's Trade Act petition is certified, the DWD Trade Act Coordinator obtains a list of affected workers from the Trade Act-affected employer. The workers are sent a written notice to inform them of the petition certification. The notice includes instructions on how to access benefits and services under the program as well as a Trade Act informational pamphlet with specific information regarding the Trade Act Program. In addition, the workers are directed to visit their local Missouri Career Center. When requested, the rapid response staff and the DWD Central Office Trade Act staff also provide training to a transition team made up of workers from the Trade Act-affected company. This team assists other Trade Act-affected workers with accessing benefits and services available under the Trade Act program.

2. *Provides core and intensive services to TAA participants, as indicated in the encouragement of core enrollment policies provided in TEGL 21-00. The description should provide detailed information on how assessments are utilized to identify participants' service needs, including whether participants need training according to the six criteria for TAA-approved training. (20 CFR 617.21(c), 617.22(a))*

In accordance with the NGCC process, all Trade Act-eligible clients are identified to confirm they meet all required timeframes for the program. During the Welcome process, the Welcome Team provides either a KeyTrain or WIN assessment, and if appropriate the NCRC test. General information about the client's aptitudes and interests are collected and recorded into the Toolbox case management system. All clients who are Trade Act-eligible are routed to the Skills Team for waiver determination and a more thorough review of the Trade Act benefits and services available. Under NGCC, Trade Act clients are co-enrolled in the WIA Dislocated Worker program at the core level and the Trade Act program. Co-enrollments will allow clients to receive supportive services that may assist in a quicker transition to employment.

In accordance with DOLETA Trade Act requirements, an assessment must be done and a complete reemployment plan must be in place before a client can be enrolled in a training program. The assessment

results are used to determine if the client has marketable job skills at their current education and experience level or if additional training will be required to return the client to suitable employment. DOLETA mandates specific case management services for the Trade Act clients.

Clients who believe they have marketable skills and are not interested in training may be issued a waiver from training and monitored, if appropriate. These clients are then routed to the Employment Team for assistance with job searches.

Clients who are interested and qualify for training have a training facility complete a form regarding information about the training program they are interested in. Besides the TAA requirements and criteria, the local Trade Act representative reviews labor market information and assessment results to determine if the training is approvable. The local Trade Act representative is required to make a determination on each of these six criteria. These determinations must be documented prior to a training program being approved or funds obligated.

Additionally, the training waivers and completion of the TRA benchmarks assist in the continued monitoring and appropriateness of training provided to the participant.

3. *Has developed and managed resources (including electronic case management systems) to integrate data provided through different agencies administering benefits and services (TAA, Trade Readjustment Allowances, Unemployment Insurance, Employment Security, WIA, etc.) in order to ensure consistent program administration and fiscal integrity, as well as reliable fiscal and performance reporting. (May alternatively be discussed in "operating systems and policies" section of the Operational Plan.) (WIA Sections 112(b)(8)(A), (B))*

WIA and DWD staff, including Trade Act, use Toolbox as their electronic case-management system. DES captures TRA, UI, and other related data in its mainframe Sessions system. DES has only given access to the DWD Trade Act staff needing the TRA and UI data to administer the Trade Act program. In addition, only required DES staffs have access to Toolbox so they may view clients' records for information pertaining to TRA and UI. Because the Trade Act program is jointly administered in Missouri by DWD and DES, some of the Trade Act data collected by each agency is required by the other for seamless delivery to the client. Some data items also feed from DES' mainframe Sessions system into DWD's Toolbox. On a daily basis, information from DES' mainframe Sessions system is electronically transmitted into Toolbox. Items such as TRA claims populate various fields in Toolbox.

DWD Trade Act staffs access the mainframe Sessions system to review TRA claims, determine the last qualifying separation date, and view payments on TRA weekly benefits, transportation and/or subsistence payments, job search and/or relocation payments, and Alternative Trade Adjustment Assistance (ATAA) and Reemployment Trade Adjustment Assistance (RTAA) payments. DES Trade Act staffs access Toolbox to view TAA enrollments and services, waivers from training, and case notes.

To help identify potential Trade Act-eligible clients and protect confidentiality, Trade Act-specific tabs have been added to Toolbox to allow WIA and partner staff to serve customers better. The tabs only provide information from the DES' mainframe Sessions system that is needed to assist the customers. The tabs include contact information, such as petition number, qualifying separation dates, general comments related to the client's UI and/or TRA claims, and ATAA and RTAA payments.

DWD's Central Office and DES' Central Office are located within the same building. Each agency works with their Financial Management unit for the coordination of payments related to Trade Act benefits and services. In general, DES' Financial Management is responsible for payments to the Trade Act client, and DWD's Financial Management is responsible for payments to training facilities and reimbursements to DES for training-related payments such as transportation and subsistence. DWD Central Office Trade Act staff and Financial Management staff keep individual payment ledgers on each Trade Act client to track the payment of training invoices, OJT payments, job search assistance payments, and relocation payments. The DOLIR/DES Financial Management staff track payments information on TRA weekly benefits,

transportation allowance payments, subsistence allowance payments, job search assistance payments, relocation allowance payments, and ATAA and RTAA payments. Trade Act fiscal ledgers are audited by both state and federal monitors. In Missouri, the DWD's Financial Management unit uses the SAM II (Statewide Advantage for Missouri) system to issue payments.

As part of the Trade Act Participation Report (TAPR), Information Technology (IT) staff pulls Trade Act data from Toolbox, the mainframe Sessions system, and SAM II systems. DWD and DES Central Office Trade Act and Financial Management units work with the IT staff to report performance data correctly or to correct and/or update coding to meet DOLETA's requirements.

As Trade Act program regulations or TAPR data element requirements change, coding to Toolbox is made. Information about Trade Act functions in Toolbox, including any changes or updates, are documented in desk aids, manuals, PowerPoints, etc. Affected staffs are sent email reminders and/or updated notifications of any Toolbox coding and/or changes. DWD and DES Trade Act staffs have access to this information from DWD's WorkSmart portal.

#### **I. (Optional) SCSEP**

Not applicable

#### **List of Attachments to Section II**

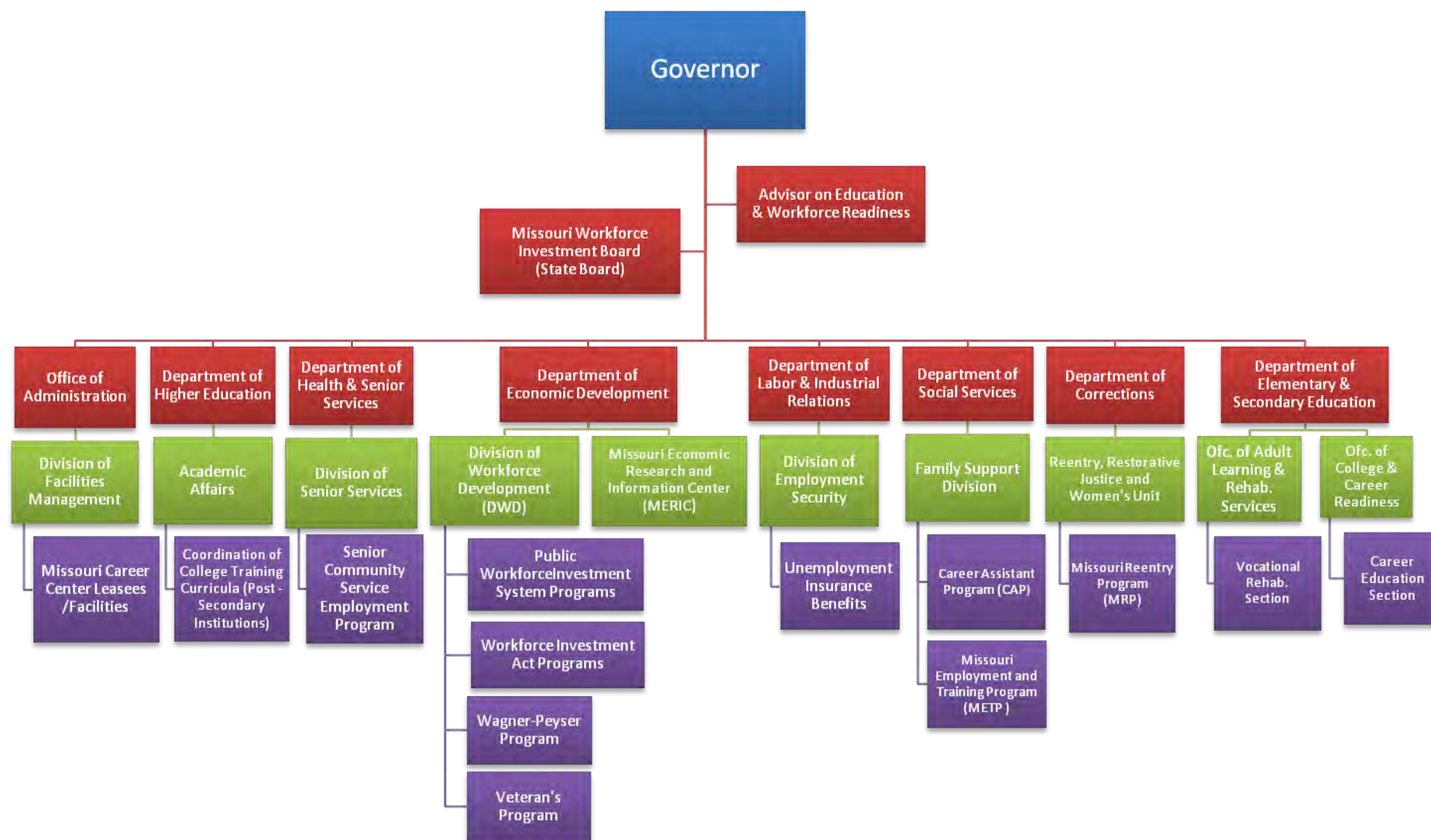
- Attachment 1: State Board (MoWIB) Membership List
- Attachment 2: Missouri Workforce Investment System's Governance Structure
- Attachment 3: Map of Local Workforce Investment Regions
- Attachment 4: Discovery Profile
- Attachment 5: State of Missouri Request for Common Measures Waiver
- Attachment 6: Missouri's Performance Targets for Program Year 2012

## Attachment 1

### State Board (MoWIB) Membership List

Member	WIB Membership Category	Job Title	Business/Organization
Matthew J. Aubuchon; Pasadena Hills	Business	Director of H.R.	The Boeing Company
Garland Barton; Alton	Business	Director of H.R.	DRS Technologies
Martha Ellen Black; Charleston	Youth Programs	Executive Director	Susanna Wesley Family Learning Center
Neal E. Boyd; Ballwin	Business	District Sales Coordinator	Aflac
Fred A. Bronstein; Brentwood	Business	President & CEO	Saint Louis Symphony Orchestra
Cara S. Canon; Sedalia	Business	Marketing Director/Owner	ProEnergy Services
Don W. Cook; Manchester	Business	President & CEO	Capital International Communications
David C. Cramp; Farmington	Chief Local Elected Official	Presiding Commissioner	St. Francois County
Herb Dankert; Springfield	Business	General Manager	Jarden Plastic Solutions
Michael Deggendorf; Liberty	Business	Senior Vice President, Corporate Services, KCP&L	Great Plains Energy
Tom Dempsey	State Legislator	State Senator, 23 <sup>rd</sup> District	Missouri Senate
Margaret Donnelly	One-Stop Partner	Director	Missouri Department of Health and Senior Services
Wayne H. Feuerborn; Kansas City	Business	Project Manager	HNTB Corporation
John Gaal; Ballwin	Organized Labor	Director	The Carpenters' District Council of Greater St. Louis
Keith Gary (Chair); Kansas City	Business	Director of Program Development	Kansas City Area Life Sciences Institute, Inc.
Richard Gronniger; St. Joseph	Business	Manager of H.R.	Altec Industries, Inc.
Eva Danner Horton; Chillicothe	Chief Local Elected Official	Presiding Commissioner	Livingston County
Reginal L. Hoskins; Springfield	Workforce Investment Provider/Education	Business Manager	Ozarks Technical Community College
Brian Kinkade	One-Stop Partner	Acting Director	Missouri Department of Social Services
Michele Kratky	State Legislator	State Representative, 65 <sup>th</sup> District	Missouri House of Representatives
Will Kraus	State Legislator	State Senator, 8th District	Missouri Senate
Roberta LeGrand; Cape Girardeau	Business	Training Coordinator	Nordenia, Inc.
Chris Nicastro	One-Stop Partner	Commissioner	Department of Elementary and Secondary Education
Neil Nuttall; Trenton	Workforce Investment Provider/Education	President	North Central Missouri College
Michael Pantleo; Lawson	Youth Programs	Director	Career and Technical Education Center, Fort Osage R-I School District
Chris Pieper	One-Stop Partner/	Director	Missouri Department of Economic Development
Jeanette Prenger; Parkville	Business	President	ECCO Select
Deborah Price	Governor's Office	Director	Governor's Office, Boards and Commissioners
Lawrence G. Rebman	One-Stop Partner	Director	Missouri Department of Labor and Industrial Relations
David R. Russell	One-Stop Partner	Commissioner	Missouri Department of Higher Education
William (Bill) Skains; Branson	Business	Co-owner	Engler Block
LeRoy J. Stromberg, Jr.; St. Louis	Business	Chief Operating Officer	Alberici Constructors, Inc.
Joshua (Josh) Tennon; Kirkwood	Business	Director of H.R.	Independent Stave Company
Cheryl Thurston; Jefferson City	Organized Labor	Director	Missouri AFL-CIO
Leonard (Len) Toenjes; University City	Business	President	Associated General Contractors of St. Louis
Ray Turbaugh; Carthage	Business	Senior Vice President	Arvest Bank
Kelly Walters; Anderson	Business	Vice President	The Empire District Electric Company
Anthony Wilson; Holt's Summit	Business	Manager of H.R.	DeLong's, Inc.

**Attachment 2**  
**Missouri Workforce Investment System's Governance Structure**



### Attachment 3 Map of Local Workforce Investment Regions





## Attachment 4 Discovery Profile

### PROFILE DISCOVERY

IT'S ALL ABOUT  
**YOU**

Choose a profile that best describes you!



1

- Degree attained for desired job or career
- Extensive experience on the job
- Over-qualified (Meet or exceed education qualifications) for most job openings
- Looking for a different job in desired career



2

- Recently attained (within two years or less) Degree in field of desired job or career
- Looking for a job in area related to Degree
- Some work history but lacking experience in desired career field



3

- Current Certification outdated
- Skills don't match current available jobs
- Extensive experience, but working in declining industry



4

- Trapped in low-paying jobs
- Lack Diploma/GED Degree, or other Certifications
- Limited or no computer skills
- History of "job hopping"



5

- Has Certification/License in field of desired job or career
- Looking for a job in area related to Certification/License
- Some work history but lacking experience in desired career field



6

- Has Diploma/GED and credit hours towards Degree/Certificate but did not complete requirements to earn Degree/Certificate

## **Attachment 5**

### **STATE OF MISSOURI REQUEST FOR COMMON MEASURES WAIVER**

The Division of Workforce Development (DWD), as the State of Missouri's administrator for the Workforce Investment Act (WIA), is requesting to continue to replace the required 17 (15 core and two customer satisfaction) performance measures with the common measures addressed in TEGL 28-04. For Program Year 2012, the State of Missouri would be operating under 12 measures: Adult Entered Employment; Adult Retention; Adult Average Earnings; Dislocated Worker Entered Employment; Dislocated Worker Retention; Dislocated worker Average Earnings; Youth Placement in Employment or Education; Youth Attainment of a Degree or Certificate; Youth Literacy and Numeracy Gains; and the three Wagner-Peyser measures. The State of Missouri has been granted this waiver since Program Year 2007.

This waiver will allow Missouri to continue aligning with the common measures developed by the United States Department of Labor's Employment and Training Administration (DOLETA). Through this waiver, the state can continue to mitigate the potential confusion of the reporting system by discontinuing the use of the 17 measures and reducing them to the six common performance criteria called for under Adult and Youth common measures.

Missouri's Next Generation Career Center initiative, which was implemented in July 2010, promotes the integration of the various workforce programs available. Utilizing these common measures assists in providing more integrated services to customers because they are often dually-enrolled in multiple programs, such as Adult and Dislocated Worker programs. By refocusing the local regions' performance assessment from individual program performance measures to universal outcome measures, service integration is enhanced.

These common measures are also easier to manage and more clearly understood by local Workforce Investment Boards (WIBs), businesses, and workforce investment system partners.

This waiver request adheres to the format provided in WIA ss189(i)(4)(B) and WIA Regulations 20 CFR 661.420(c).

#### **1. Statutory or Regulatory Requirement to be Waived**

Missouri is seeking a waiver of certain provisions of the requirements of the Workforce Investment Act of 1998, Sections 136(b)(2) and (c)(1) of the Act, as well as accompanying regulations at 20 CFR 666.100(a) and 666.300(a), which specify certain required state and local performance measures for WIA Title 1B programs.

The State of Missouri requests a waiver of the 17 indicators of performance for employment and training activities authorized under sections 129 and 134 of the WIA; the four Labor Exchange Performance Measures authorized under the Wagner-Peyser Act; the three Veterans Performance Measures authorized under Title 38 United States Code as amended by the Jobs for Veterans Act of 2002; and the three Trade Act performance measures.

This waiver request will enable Missouri's workforce development system to continue fully implementing the six (three adult including dislocated workers and Wagner-Peyser) and three youth new common measures being finalized by the DOLETA and five other agencies. The State of Missouri wants to continue implementing these common measures for Program Year 2012 (July 1, 2012 through June 30, 2013).

## **2. State or Local Statutory or Regulatory Barriers**

There are no known state or local statutory or regulatory barriers to implementing this waiver. Upon notification on the approval of this waiver, DWD will incorporate it into policy and distribute the new policy to the local regions. Nothing in this waiver is intended to prevent the state or any local WIB from implementing additional measures to assess performance.

## **3. Goals and Expected Programmatic Outcomes of this Waiver**

The goal of this waiver request is to improve case management integration through the use of common measures that captures the effectiveness of the system across all partners. This waiver minimizes program silos, and decreases frustration over conflicting and confusing data collection requirements between partners.

This waiver would have the following goals and programmatic outcomes:

- Integrate the DWD programs and enhance productivity;
- Provide a simplified and streamlined performance measurement;
- Integrate staff in the One-Stop on the development, training, and implementation of an easy-to-use integrated management information system; and
- Improve One-Stop case tracking integration through the use of common measures which capture the effectiveness of the system across all partners.

## **4. Individuals Impacted by this Waiver**

Granting this waiver would be in alignment with Missouri's strategic goal of streamlining the performance accountability system for increased focus on the system's performance.

## **5. Processes Used to:**

### Monitor the Progress in Implementing the Waiver

DWD is the entity responsible for the programs affected by this waiver, and if this waiver is granted, DWD will assume the lead role in monitoring the implementation of the waiver. Missouri is fully operational for the continued implementation of common measures data collection and reporting for Program Year 2012. Training has and will continue to be provided to DWD staff and partner staff so both are prepared for the use of these common measures. DWD will monitor the progress of this waiver by reporting the impact on the number of individuals served and the performance results achieved using common measures.

#### Provide Notice to any LWIB Affected by the Waiver

Prior to the State Board's approval of this waiver request, DWD notified all local regions of its intent during a regularly scheduled meeting of local WIB directors in June 2012 and opportunity for comment was provided at this time. After the State Board approved the waiver as part of the new State Plan for PY 2012 – 2016 at their meeting in July 2012, an email notification was given to all local WIBs giving them 30 days to comment officially on this waiver request.

#### Provide any LWIB Affected by the Waiver an Opportunity to Comment on the Request

As this waiver request is incorporated into the new State Plan, a 30-day comment period from the date of written notification was given to allow local WIBs and their partner staff an opportunity to provide comments on this waiver request, as well as the rest of the State Plan. No comments were received regarding this waiver request.

#### Ensure Meaningful Public Comment on the Waiver Request

A 30-day comment period from the date of publication was given to allow the public to comment on this waiver request, as well as the overall State Plan.

## Attachment 6

### Missouri's Performance Targets for Program Year 2012

The following chart compares DWD's Negotiated Performance Goals and Actual Performance for PY 2011, as well as the Final Negotiated Performances Goals for PY 2012.

The Final Negotiated PY 2012 Performance Goals were approved by DOLETA after further research was conducted utilizing trending, early proposed local goals, demographic analysis, and additional calculations to establish more realistic targets for these programs.

	<b>PY 2011 Final Negotiated Goals</b>	<b>PY 2011 Actual Performance</b>	<b>PY 2012 Final Negotiated Goals</b>
<b>WIA Adult</b>			
Entered Employment	65%	56%	65%
Retention	83%	78%	85%
Average Earnings	\$11,000	\$11,197	\$11,750
<b>Dislocated Worker</b>			
Entered Employment	65%	65%	70%
Retention	89%	83%	90%
Average Earnings	\$12,000	\$12,970	\$14,000
<b>Wagner-Peyser</b>			
Entered Employment	65%	57%	67%
Retention	81%	79%	81%
Average Earnings	\$10,143	\$11,677	\$12,000
<b>Youth</b>			
Employment or Education	62%	67%	68%
Degree/Certificate	43%	66%	63%
Literacy/Numeracy	35%	44%	50%

State of Missouri  
Workforce Integrated Plan  
Program Years 2012–2016

**Section III. Integrated Workforce Plan Assurances and Attachments**

This section provides a "check-the-box" table of assurance statements and a single signature sheet to certify that the information provided by the state, and submitted to the Department, in the following table is accurate, complete, and meets all legal and guidance requirements. The table below contains the assurances, the legal reference that corresponds to each assurance, and a column for the state to provide a reference to the document(s) that it believes meets the stated assurance or where the statute requires documentation of a policy or procedure. Such a reference may be a hyperlink to an on-line document or it may be an attachment. Not all assurances require documents to be attached or referenced. Where an approved special exemption, waiver, or an approved alternate structure makes an assurance not applicable to your state, please insert the words "Not Applicable" in the reference column.

By checking each assurance, attaching the proper documentation or links, and signing the certification at the end of the document, the state is certifying it has met each of the legal planning requirements outlined in WIA law and regulations and in corresponding Departmental guidance. By checking each box and signing the certification, the state is also indicating that its supporting documentation meets all applicable Federal and state laws and regulations and is available for review. Any deficiencies in the documentation attached to each assurance identified during the state plan review process may result in additional technical assistance and a written corrective action as part of the Department's conditional approval of the state's Integrated Workforce Plan. Assurances that are part of the state's grant agreement are not duplicated here.



### ASSURANCES AND ATTACHMENTS – PLANNING PROCESS AND PUBLIC COMMENT

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
1. <input checked="" type="checkbox"/>	The state established processes and timelines, consistent with WIA Section 111(g) – and, where appropriate, 20 CFR 641.325 (g) – to obtain input into the development of the Integrated Workforce Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 641.325(f), (g), (h), 20 CFR 641.335	<a href="#">CLICK FOR PLAN INPUT</a>  <a href="#">CLICK FOR PUBLIC COMMENTS</a>
2. <input checked="" type="checkbox"/>	The state afforded opportunities to those responsible for planning or administering programs and activities covered in the Integrated Workforce Plan to review and comment on the draft plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d)	
3. <input checked="" type="checkbox"/>	The final Integrated Workforce Plan and State Operational Plan are available and accessible to the general public.		
4. <input checked="" type="checkbox"/>	The state afforded the State Monitor Advocate an opportunity to approve and comment on the Agricultural Outreach Plan. The state solicited information and suggestions from WIA 167 National Farmworker Jobs Program grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations, and other interested organizations. At least 45 days before submitting its final outreach, the State provided a proposed plan to the organizations listed above and allowed at least 30 days for review and comment. The State considered any comments received in formulating its final proposed plan, informed all commenting parties in writing whether their comments have been incorporated and, if not, the reasons therefore, and included the comments and recommendations received and its responses with the submission of the plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 653.107 (d) 20 CFR 653.108(f)	<a href="#">CLICK HERE FOR LINK</a>
5. <input checked="" type="checkbox"/>	In the development of the plan, the state considered the recommendations submitted by the State Monitor Advocate in the annual summary of services to Migrant and Seasonal Farmworkers.	20 CFR 653.108(t)	

6.	<input checked="" type="checkbox"/>	The state established a written policy and procedure to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIA Sections 111(g), 112(b)(9), 117(e) 20 CFR 661.207	<i>CLICK HERE FOR LINK</i>
7.	<input type="checkbox"/>	Where SCSEP is included in the Integrated Workforce Plan, the state established a written policy and procedure to obtain advice and recommendations on the State Plan from representatives of the State and area agencies on aging; State and local boards under the WIA; public and private nonprofit agencies and organizations providing employment services, including each grantee operating a SCSEP project within the state, except as provided under section 506 (a)(3) of OAA and 20 CFR 641.320(b); Social service organizations providing services to older individuals; Grantees under Title III of OAA, Affected Communities, Unemployed older individuals, Community-based organizations serving older individuals; business organizations and labor organizations	20 CFR 641.315(a)(1-10), 641.325 (f), (g), (h)	<i>Not Applicable</i>

#### ASSURANCES AND ATTACHMENTS - REQUIRED POLICIES AND PROCEDURES

		STATEMENT	REFERENCE	DOCUMENTATION or COMMENTS
8.	<input checked="" type="checkbox"/>	The state made available to the public state-imposed requirements, such as state-wide policies or guidance, for the statewide public workforce system, including policy for the use of WIA title I statewide funds.	WIA Sections 112(b)(2), 129, 134 20 CFR 665.100	<i>CLICK HERE FOR LINK</i>
9.	<input checked="" type="checkbox"/>	The state established a written policy and procedure that identifies circumstances that might present a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and provides for the resolution of conflicts. The policy meets the requirements of WIA Sections 111(f) and 117(g).	WIA Sections 112(b)(13), 111(f), 117(g)	<i>CLICK HERE FOR LINK</i>
10.	<input checked="" type="checkbox"/>	The state has established a written policy and procedure that describes the state's appeals process available to units of local government or grant recipients that request, but are not granted, designation of an area as a local area under WIA Section 116.	WIA Sections 112(b)(15), 116(a)(5) 20 CFR 661.280 20 CFR 667.700	<i>CLICK HERE FOR LINK</i>
11.	<input checked="" type="checkbox"/>	The state established written policy and procedures that describe the state's appeal process for requests not granted for automatic or temporary and subsequent designation as a local workforce investment area.	20 CFR 667.640 20 CFR 662.280	<i>CLICK HERE FOR LINK</i>

12.	<input checked="" type="checkbox"/>	The state established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members.	WIA Sections 112(b)(6), 117(b) 20 CFR 661.300(a), 20 CFR 661.325	<i>CLICK HERE FOR LINK</i>
13.	<input checked="" type="checkbox"/>	The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years.	WIA Sec 117(c) 20 CFR 661.325	<i>CLICK HERE FOR LINK</i>
14.	<input type="checkbox"/>	Where an alternative entity takes the place of an SWIB, the state has written policy and procedures to ensure the alternative entity meets the definition under section 111(e) and the legal requirements for membership.	WIA Sections 111(e), (b) 20 CFR 661.210	<i>Not Applicable</i>
15.	<input type="checkbox"/>	Where the alternative entity does not provide representative membership of the categories of required SWIB membership, the state has a written policy or procedure to ensure an ongoing role for any unrepresented membership group in the workforce investment system. (Only applicable in cases where a state uses an alternative entity as its SWIB, and that entity does not provide for representative membership by individuals in the categories required by WIA sec. 111(b).)	WIA Sections 111(b), (e) 20 CFR 661.210(c)	<i>Not Applicable</i>
16.	<input checked="" type="checkbox"/>	When applicable, the state takes any action necessary to assist local areas in developing and implementing the One-Stop system.	WIA Sections 112(b)(14), 134(c) W-P Section 8(c)	
17.	<input checked="" type="checkbox"/>	The state established procedures for determining initial and subsequent eligibility of training providers.	WIA Sections 112(b)(17)(A)(iii), 122, 134(d)(4) 20 CFR 663.515, 663.535	<i>CLICK HERE FOR LINK</i>
18.	<input checked="" type="checkbox"/>	All partners in the workforce and education system described in this plan will ensure the physical, programmatic, and communications accessibility of facilities, programs, services, technology, and materials for individuals with disabilities in One-Stop Career Centers.	WIA Section 188 W-P Section 8(b) 29 CFR part 37 20 CFR 652.8(j)	<i>CLICK HERE FOR LINK</i>
19.	<input checked="" type="checkbox"/>	The state ensures that outreach is provided to populations and sub-populations who can benefit from One-Stop Career Center services.	WIA Section 188 29 CFR 37	

20.	<input checked="" type="checkbox"/>	The state implements universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.	WIA Section 188 29 CFR 37.42	
21.	<input checked="" type="checkbox"/>	The state complies with the nondiscrimination provisions of section 188, including that Methods of Administration were developed and implemented.	WIA Section 188 29 CFR 37.20	
22.	<input checked="" type="checkbox"/>	The state collects and maintains data necessary to show compliance with nondiscrimination provisions of section 188.	WIA Section 185	
23.	<input type="checkbox"/>	For WIA Single-Area States only, the state has memorandums of understanding between the local workforce investment board and each of the One-Stop partners concerning the operation of the One-Stop delivery system in the local area.	WIA Sections 112(b)(5), 116(b), 118(b)(2)(B), 20 CFR 661.350(a)(3)(ii)	<i>Not applicable</i>

#### ASSURANCES AND ATTACHMENTS - ADMINISTRATION OF FUNDS

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
24	<input checked="" type="checkbox"/>	The state established written policy and procedures that outline the methods and factors used in distributing funds, including WIA Adult, Dislocated Worker, and Youth formula and rapid response funds. The policy establishes a process for funds distribution to local areas for youth activities under WIA Section 128(b)(3)(B), and for adult and training activities under WIA Section 133(b), to the level of detail required by Section 112(b)(12)(a). In addition, the policy establishes a formula, prescribed by the governor under Section 133(b)(2)(B), for the allocation of funds to local areas for dislocated worker employment and training activities.	WIA Sections 111(d)(5), 112(b)(12)(A), (C), 128 (b)(3)(B), 133(b)(2)(B), 133(b)(3)(B) 20 CFR 661.205(e)	<i>CLICK HERE FOR LINK</i>
24a.	<input checked="" type="checkbox"/>	For Dislocated Worker funding formulas, the state's policy and procedure includes the data used and weights assigned. If the state uses other information or chooses to omit any of the information sources set forth in WIA when determining the Dislocated Worker formula, the state assures that written rationale exists to explain the decision.	WIA Section 133(b)(2)(B) 20 CFR 667.130(e)(2)(i)-(ii)	

25.	<input checked="" type="checkbox"/>	The state established a written policy and procedure for how the individuals and entities represented on the SWIB help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local workforce investment areas throughout the state in determining the distributions.	WIA Sections 111(d)(5), 112(b)(12)(A), 128(b)(3)(B), 133(b)(3)(B), 20 CFR 661.205(e)	<i>CLICK HERE FOR LINK</i>
26.	<input checked="" type="checkbox"/>	The state established written policy and procedures for any distribution of funds to local workforce investment areas reserved for rapid response activities, including the timing and process for determining whether a distribution will take place.	WIA Sections 133(a)(2), 134(a)(2)(A) 20 CFR 667.130(b)(2), (e)(4), 665.340	<i>CLICK HERE FOR LINK</i>
27.	<input checked="" type="checkbox"/>	The state established written policy and procedures to competitively award grants and contracts for WIA Title I activities.	WIA Section 112(b)(16)	<i>CLICK HERE FOR LINK</i>
28.	<input checked="" type="checkbox"/>	The state established written criteria to be used by local workforce investment boards in awarding grants for youth activities, including criteria that the governor and local workforce investment boards will use to identify effective and ineffective youth activities and providers of such activities.	WIA Sections 112(b)(18)(B), 123, 129	<i>CLICK HERE FOR LINK</i>
29.	<input checked="" type="checkbox"/>	The state established written criteria for a process to award a grant or contract on a competitive basis for Summer Youth Employment Opportunities element of the local youth program, where a provider is other than the grant recipient/fiscal agent.	WIA Sections 123, 129(c)(2)(C) 20 CFR 664.610.	<i>CLICK HERE FOR LINK (ibid.)</i>
30.	<input checked="" type="checkbox"/>	The state distributes adult and youth funds received under WIA equitably throughout the state, and no local areas suffer significant shifts in funding from year-to-year during the period covered by this plan.	WIA Section 112(b)(12)(B)	
31.	<input checked="" type="checkbox"/>	The state established written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure the proper disbursement and accounting of funds paid to the state through funding allotments made for WIA Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Act.	WIA Sections 112(b)(11), 127, 132, 184 W-P Sections 9(a), (c) 20 CFR 652.8(b), (c)	
32.	<input checked="" type="checkbox"/>	The state ensures compliance with the uniform administrative requirements in WIA through annual, onsite monitoring of each local area.	WIA Sections 184(a)(3), (4)	<i>CLICK HERE FOR LINK</i>

			20 CFR 667.200, .400(c)(2), 667.410	
33.	<input checked="" type="checkbox"/>	The state follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Departmental regulations.	WIA Sections 136(f)(2), (f)(3), 122, 185(a)(4)(B) 20 USC 1232g 20 CFR 666.150 20 CFR part 603	<i>CLICK HERE FOR LINK</i>
34.	<input checked="" type="checkbox"/>	The state will not use funds received under WIA to assist, promote, or deter union organizing.	WIA Section 181(b)(7) 20 CFR 663.730	

#### ASSURANCES AND ATTACHMENTS - ELIGIBILITY

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENT
35.	<input type="checkbox"/>	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding the “deficient in basic literacy skills” criterion.	WIA Sections 101(13)(C)(i) CFR 664.205(b)	<i>Not Applicable</i>
36.	<input type="checkbox"/>	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding “requires additional assistance to complete and educational program, or to secure and hold employment” criterion.	WIA Sections 101(13)(C)(iv) 20 CFR 664. 200(c)(6), 664.210	<i>Not Applicable</i>
37.	<input checked="" type="checkbox"/>	The state established policies, procedures, and criteria for prioritizing adult title I employment and training funds for use by recipients of public assistance and other low-income individuals in the local area when funds are limited.	WIA Section 134(d)(4)(E) 20 CFR 663.600	<a href="#">CLICK HERE FOR LINK</a>




38. <input checked="" type="checkbox"/>	<p>The state established policies for the delivery of priority of service for veterans and eligible spouses by the state workforce agency or agencies, local workforce investment boards, and One-Stop Career Centers for all qualified job training programs delivered through the state's workforce system. The state policies:</p> <ol style="list-style-type: none"> <li>1. Ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service; and</li> <li>2. Ensure that covered persons are aware of: <ol style="list-style-type: none"> <li>a. Their entitlement to priority of service;</li> <li>b. The full array of employment, training, and placement services available under priority of service; and</li> <li>c. Any applicable eligibility requirements for those programs and/ or services.</li> </ol> </li> <li>3. Require local workforce investment boards to develop and include policies in their local plan to implement priority of service for the local One-Stop Career Centers and for service delivery by local workforce preparation and training providers.</li> </ol>	<p>WIA Sections 112(b)(17)(B), 322 38 USC Chapter 41 20 CFR 1001.120- .125 Jobs for Veterans Act, P.L. 107-288 38 USC 4215 20 CFR 1010.230, 1010.300-.310</p>	<p><i>CLICK HERE FOR LINK</i></p>
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### ASSURANCES AND ATTACHMENTS - PERSONNEL AND REPRESENTATION

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
39. <input type="checkbox"/>	<p>The state assures that Migrant and Seasonal Farmworker (MSFW) significant office requirements are met.</p> <p>Note: The five states with the highest estimated year-round MSFW activities must assign full-time, year-round staff to outreach activities. The Employment and Training Administration designates these states each year. The remainder of the top 20 significant MSFW states must make maximum efforts to hire outreach staff with MSFW experience for year-round positions and shall assign outreach staff to work full-time during the period of highest activity.</p> <p>If a state proposes that its State Monitor Advocate work less than full-time, the state must submit, for approval by the Department, a plan for less than full-time work, demonstrating that the state MSFW Monitor Advocate function can be effectively performed with part-time staffing.</p>	<p>WIA Section 112(b)(8)(A)(iii), 112(b)(17)(A)(iv) W-P Sections 3(a), (c)(1)-(2) 20 CFR 653.107(a), 107(i), 653.112(a), 653.108(d)(1)</p>	<i>Not Applicable;</i>
40. <input checked="" type="checkbox"/>	Merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with Departmental regulations.	<p>W-P Sections 3(a), 5(b) 20 CFR 652.215 Intergovernmental Personnel Act, 42 USC 4728(b)</p>	
41. <input checked="" type="checkbox"/>	The state has designated at least one person in each state or Federal employment office to promote and develop employment opportunities, job counseling, and placement for individuals with disabilities.	<p>W-P Section 8(b) 20 CFR 652.211</p>	
42. <input checked="" type="checkbox"/>	If a SWIB, department, or agency administers state laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services.	<p>W-P Section 8(b) 20 CFR 652.211</p>	

## STATEMENT OF ASSURANCES CERTIFICATION

The State, Commonwealth, or Territory of MISSOURI certifies on the 15th of AUGUST in 2012 that it complied with all of required components of the Workforce Investment Act, Wagner-Peyser Act, and \_\_\_\_\_ (insert name of Act that authorizes programs included in State Plan). The State, Commonwealth, or Territory also assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor guidance implementing these laws, and all other applicable Federal and state laws and regulations.

  
Governor

August 15, 2012

Date

**ATTACHMENT A**  
**PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES**

**Name of WIA Title I Grant Recipient Agency:**

Mo Division of Workforce Development  
Address: 421 East Dunklin St., P.O. Box 1087  
Jefferson City, MO 65102-1087  
Telephone Number: (573) 751-3349  
Facsimile Number: (573) 751-8162  
E-mail Address: julie.gibson@ded.mo.gov

**Name of State WIA Title I Administrative Agency (if different from the Grant Recipient):**

\*\*\* (SAME AS ABOVE) \*\*\*

Address:  
Telephone Number:  
Facsimile Number:  
E-mail Address:

**Name of WIA Title I Signatory Official:**

Julie Gibson, Director, Mo Division of Workforce Development  
Address: 421 East Dunklin St., P.O. Box 1087  
Jefferson City, MO 65102-1087  
Telephone Number: (573) 751-3349  
Facsimile Number: (573) 751-8162  
E-mail Address: julie.gibson@ded.mo.gov

**Name of WIA Title I Liaison Official:**

Julie Gibson, Director, Mo Division of Workforce Development  
Address: 421 East Dunklin St., P.O. Box 1087  
Jefferson City, MO 65102-1087  
Telephone Number: (573) 751-3349  
Facsimile Number: (573) 751-8162  
E-mail Address: julie.gibson@ded.mo.gov

**Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:**

Mo Division of Workforce Development  
Address: 421 East Dunklin St., P.O. Box 1087  
Jefferson City, MO 65102-1087  
Telephone Number: (573) 751-3349  
Facsimile Number: (573) 751-8162  
E-mail Address: julie.gibson@ded.mo.gov

[For the State of Missouri, the Labor Exchange Wagner-Peyser services are housed within the Division of Workforce Development, under the state Department of Economic Development.]

**Name and Title of State Employment Security Administrator (Signatory Official):**

Julie Gibson, Director, Mo Division of Workforce Development  
Address: 421 East Dunklin St., P.O. Box 1087  
Jefferson City, MO 65102-1087  
Telephone Number: (573) 751-3349  
Facsimile Number: (573) 751-8162  
E-mail Address: julie.gibson@ded.mo.gov

**Name and Title of the State Labor Market, Workforce Information, or Research Director:**

Nia Ray, Director, Missouri Economic Research and Information Center

Address: 301 West High St., Room 580

Jefferson City, MO 65101

Telephone Number: (573) 751-1873

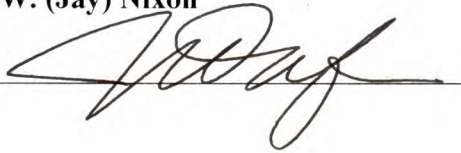
Facsimile Number: (573) 751-7160

E-mail Address: nia.ray@ded.mo.gov

As the Governor, I certify that for the **State of Missouri**, the agencies and officials designated above have been duly designated to represent the State in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur. I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this plan and the assurances herein.

**The Honorable Jeremiah W. (Jay) Nixon**

Signature of Governor: \_\_\_\_\_



Date: 8/15/12